For 50 years we have worked to make a real difference for our clients in everything we do.
Datacom delivers

Your directors are very pleased to report a significant increase in profit for the 2013/14 year, comprising a solid year’s trading result and the one-off profit booked on the divestment of the Group’s Asia contact centre business in April 2013. The Group profit before tax totaled $64.7m compared to last year’s $50.9m, an increase of 27%.

Revenue increased from $171m last year to $189m this year, despite the decrease in revenue attributable to the divestment of Datacom’s Asia contact centre operation.

In New Zealand, the business produced a healthy increase in revenue of 12% with $466m for the year, which was achieved through growth in the core service lines of software developers, IT management and data centre services across all locations.

In Australia/Africa, revenue decreased from $456m last year to $415m this year, which reflected depressed IT project spend in the Australian market, coupled with the contact centre business divestment in Asia.

The Group’s trading results were slightly below the previous year, with a change in mix through an increase in the New Zealand trading shift and a decrease in the Australia/Africa trading profit. Overall, the Datacom Group maintained a 10-year compound annual growth rate of 10% for revenue and 11% for profit, reflecting its long-term financial stability.

During the year, Datacom completed a 100% acquisition of Origin Technology, a New Zealand-based supplier of software and services to local government. The business has added significant capability to Datacom’s own custom suite of products and services in this vertical market to address both the New Zealand and Australian markets.

This business operates under Datacom Solutions, the newly formed Group business unit focused on providing sector leading IT products and services to the local government, payroll, education and healthcare sectors in New Zealand and Australia.

Aiming with Datacom’s large and loyal portfolio of private and public sector customers, this enabled Datacom to confidently add 340 staff to its New Zealand networks. The IT management business has seen the continued rapid uptake of its services with many new customers (Accident Compensation Corporation and the Ministry of Business, Innovation and Employment being among the largest) in the New Zealand commercial and government sectors. This growth is based on delivering ongoing excellence, which remains the fundamental reason customers stay with Datacom and new customers join us. These services are ever changing, with the market and competitors providing constant challenges to adopt and improve. Datacom remains focused on being at the forefront in bringing the benefits of new technologies and service models to current and new customers.

Our software development business continued its progress as the largest provider of custom software development in New Zealand, finishing the year with more than 800 staff. A key focus during the year was enhancing the successful delivery of large projects and mitigating risks for both customers and Datacom, while building the skills and experience required to enable our customers to exploit new technologies, particularly in the areas of cloud and big data. The order book is healthy and the business remains focused on cost effective and innovative delivery against challenging local, national and global competition.

The New Zealand payroll business increased its total payroll base by more than 12%, while the Business Outsource Processing division, which is now organized on a trans-Tasman basis and renamed Datacom Connect, hit all its targets.

In Australia, the Systems business faced a challenging year. The dip in the economy caused by contraction in the resources and manufacturing sectors and simultaneous pre and post Federal election indecision resulted in many customers and prospects reducing their project spend and delaying buying decisions.

Our contracted annuity business lines of data centres and outsourcing were largely unaffected, but the project services business suffered from this reduction in discretionary spend. Datacom’s strong Australian third party hardware resale business grew during the year and increased its market share and customer base in a difficult market. As in previous years, results varied from state to state with Canberra in particular reducing the year strongly with winning increased levels of federal government business.

In New Zealand, Datacom strengthened its position as a top tier provider in the markets in which we operate. With a number of new large outsource customers going live, and the continued work and delivery on large software projects, Datacom New Zealand operated at high capacity during the year.

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Pleasingly, we have increased our business in both the state and local government sectors in Australia, both of which are a focus for ongoing growth. The expansion of the Perth data centre was completed successfully in early 2014 and the large pre-sold new capacity will add an increased return in coming years.

The Datacom Connect business in Australia continued its solid growth, increasing revenues and profits by focusing on federal and state government clients, which are likely to continue to source their services through. Significant growth was achieved within its current customer base and with new clients such as IP Australia and Service NSW. Datacom Connect has a positive outlook with a healthy prospect list.

The one-off profit booked from the successful divestment of Datacom’s Asian BPO business to US-based Convergys for $25m on 30 April 2013 provided a significant lift to the Group overall profit for the year. The sale of the Asian BPO business followed a strategic review that identified the potential higher value of this business – a truly scaled global specialist with worldwide operations that could take this business to the next level. Pleasedly, all Datacom staff transferred to the new owner. The continuing Datacom IT management operations in Kuala Lumpur and Manila traded profitably during the year and are focused on expanding their regional and global customer base.

Strategically, Datacom’s shareholders and board last year approved management’s recommendation that our response to increasing levels of disruption in our industry be to invest further in our services and products, with sharper focus on differentiated capabilities and target vertical markets. The confidence to increase our investment derives from the belief that Datacom is particularly well placed to benefit from the opportunities that disruption brings, leveraging the company’s strong financial position and stable client base.

The company’s cash position remained solid with the year-end net cash balance at $29.5m, which was a decrease of $16m from the previous year with strengthening balance sheet and the reduction in bank loans being contributing factors. Capital expenditure for the year totalled $418m, which included $16m of investment in further expansion of data centres.

At year end, shareholders funds were $156m with the equity ratio at 4:4 (last year 4:4). Excluding the impact of the Asian divestment resulting in IAS 110 shifting to Convergys, our staff numbers increased by 6%. At year end, staff numbers totalled 3,956 with 2,277 in New Zealand, 1,245 in Australia and 441 in Asia.

Appreciation

The company operates in a challenging and fast-changing market with ongoing disruption through new technologies and service models. We have a large customer base whose ongoing business provides Datacom the ability to grow across the New Zealand, Australian and Asian geographies in which we work. The company’s historical and ongoing success comes down to the quality of staff Datacom can employ and retain. The directors feel the company has been very fortunate to have such talented, dedicated and committed staff over so many years.

As the company enters its 50th year, directors can look back with great pride on the company’s ability to employ and retain such a strong and able workforce.

On behalf of the directors and myself I would like to record our sincere thanks to all Datacom staff for their enormous contributions over the 2013/14 year. We look forward to our continued successful and sustainable growth in the coming year.

For and on behalf of the Board
Oraio Bryce - Chairman, Datacom Group Limited
Our Business
Datacom’s Asian BPO business divested to US-based Convergys for $25 million on 30 April 2013. The Solutions business division was created to serve specialised market verticals; this encompasses local government, education, healthcare and payroll.

Datacom moves into its 50th year of continuous growth.

Our Growth
We increased staff numbers by 6% to 3756 across New Zealand, Australia and Asia.

Significant growth in our client base across commercial and government sectors.

Software development continues to grow with more than 800 staff.

We now have more than 2,500 infrastructure specialists.

The 100% acquisition of Origen Technology adds capability to Datacom’s own custom suite of products and services to address the local government market.

Secured a 20% stake in SmartWard, a health informatics company, and created a new business division called Datacom Healthcare Solutions.

Acquisition of Xcite assets to provide products and services to the Australian education market.

Construction of the third and fourth data halls at the Kapua (Hamilton) data centre completed midyear, due to strong customer demand. Expansion of the Perth data centre was completed successfully in early 2014.

The New Zealand payroll business increased its total payee base by more than 12%.

Our Rankings
Datacom makes up about 1% of the technology sector in New Zealand.

We ranked second in New Zealand in the 2013 TIN100 export earnings in the IT sector after Fisher & Paykel Healthcare.

Software development more than five years at number one market share.

Application Management from number five to one in five years.

From number five to one in IT Outsourcing in five years.

Number one in Systems Integration.

Held number two position in Hosted Infrastructure while the market grew.

Our Achievements
VMware Service Provider Partner of the Year 2013.

EMC Outstanding Achievement for Premier Partner 2013.

Microsoft South East Asian Platinum Partner 2014.

HP Print Partner of the Year 2014.

$881 M ↑ 1.29%

Total operating revenue

$51.4 M ↑ 42.9%

Net profit after tax

14%

Revenue

12.5% Revenue 11% Profit

10-year compound annual growth rate
Fifty years of leading change

Since Datacom started life in Christchurch in 1965, we've gone on with adapting to change and solving complex and challenging IT problems – and doing so at a rate that's speeding up every year. Technology cycles that lasted five or 10 years now change in less than half the time; a year is an aeon in our line of business. Vendors come and go as their markets expand and evaporate, sometimes in just months.

Our's has always been a locally connected client-centric business and that's the foundation of how we operate in this disruptive environment. Over the last 50 years we have built very many enduring client relationships. We have opened 23 offices, first throughout New Zealand, then across Australia, as well as in Southeast Asia.

To succeed in today's rapidly moving and competitive business environment we've made a point of hiring the best and brightest. Our people are given a high degree of autonomy to solve the hardest technology challenges for our customers.

There is only one way to provide tangible benefits and efficiencies for our clients from new technology and processes, and that's to understand these fully ourselves. We know from 50 years experience that this is the best way to effectively and efficiently address business challenges.

Group highlights

Outlined in this report is a record of our sustained progress, with the results we have delivered to many clients as well as the growth in market share and our group-wide capability.

To match our clients' evolving cloud strategies we've significantly expanded our data centre footprint. We have evolved our existing lines of infrastructure management and custom software expertise and embraced transformational technologies like cloud, mobility, social media and security.

Datacom has strengthened its position as a top-tier provider in the markets in which it operates. As the largest provider of custom software development in New Zealand, we have added the skills required to enable our clients to benefit from today's developing and rapidly changing technologies, including mobility and cloud.

In April 2014 we acquired the assets of Origen Technology, a New Zealand-based supplier of software and services to the local government sector. This business now operates under Datacom Solutions, the group-wide division formed to focus on providing sector-leading IT products and services to the local government, payroll, education and health care sectors.

We design, build and operate technology platforms, processes and services for business, but it's the game-changing results of our work that matter to our clients, and to us. The way we see it, each client requires their own individual approach and an element of fresh thinking to ensure we continue to deliver enduring value. Our approach is to diligently apply technology and our deep local knowledge of our customers' sectors. We know from 50 years experience that this is the best way to effectively and efficiently address business challenges.

Every year we push ourselves harder to unlock the value of our people by giving them new technology and tools to solve real world problems for, and with, our clients.

Datacom has software engineers, developers, technicians, project managers, architects, dreamers and many more dedicated staff working on complex technology solutions across four countries, 23 offices with our clients and hundreds of teams.

Every year we review Datacom, an annual ‘Hackathon’. This year’s Datacomp was bigger than ever before, with 70 competitors from across New Zealand and Australia. The focus was ‘Beyond the Everyday’ – taking everyday objects, making them into smart, connected devices and building a business case around them.

The winning team created a solution that monitored beehives in order to increase hive productivity. Datacom creates a fun, team-based environment that helps unlock the potential of our already stellar staff. More important than the solution is the journey the team takes to get there.

For the year ended 31 March 2014

GROUP CEO’S REPORT

DATACOM GROUP LIMITED

Jonathan Ladd – Group CEO,
Datacom Group Limited

Rapid Prototyping

Over the last year, Datacom has worked to adopt a new methodology for some projects called ‘rapid prototyping’ or ‘rapid build’.

Rapid prototyping is a methodology used to develop prototypes in a short time. The prototype can then be tested and refined into a finished product. Rapid prototyping enables the customer to quickly understand the vision, and interact and invest in the process with Datacom.

Rapid prototyping allows our clients to feedback on prototypes during the early stages, dramatically reducing development time, costs, mistakes and change requests.

Datacom Evolution

Datacom has been at the forefront of the digital transformation of businesses, governments and enterprise customers, and we are very proud of this fact. As we move into our 50th year it is an exhilarating time for Datacom and want to recognise and thank all of those who helped achieve five decades of growth.

The solid foundation they have laid means Datacom can look forward confidently. However as the company evolves in these disruptive times, our principles underpinning the delivery of enduring value to our customers remain the same.

Jonathan Ladd – Group CEO,
Datacom Group Limited
Our Capabilities

Software development
We offer clients complete engineering capability, spanning design, analysis, development and customization, integration, testing, support and maintenance of software applications – from the largest mission-critical enterprise applications to cutting-edge web and mobile apps.

IT management
Datacom has deep expertise in all hardware, network and data centre infrastructure, hosting, systems administration and outsourced services. We operate high-grade enterprise data centres, bringing accessible and secure high-availability computing to our clients at a market-leading cost.

Datacom connect
Across New Zealand and Australia we provide a full suite of integrated customer connection solutions and services, from complete contact centres, sales and technical support, payroll, printing and mail-out services through to innovative customer contact, CRM and QA systems that enhance the performance of your in-house resources.

IT procurement services
Including product purchasing and software licensing where our high volume of transactions and our key vendor relationships help ensure great value for money for our customers.

Cloud services
We offer infrastructure, platform and software as a service, with flexible commercial terms across public, private and hybrid clouds.

Data centres
Datacom has a network of 12 data centres located in all major Australian and New Zealand cities. Seven are owned and operated by Datacom. Five are partner facilities.
These sectors represent areas of specific focus on the development and delivery of innovative, end-to-end solutions – often based on Datacom’s IP – to address key client needs.

The company is well placed to deliver innovative, end-to-end solutions – often based on Datacom’s IP – that address client needs.

Before Datacom Solutions was established in 2013, the company had a long-established presence within the education, healthcare and local government sectors.

Industry targeted by Datacom Solutions are chosen based on Datacom’s existing presence in these sectors; our ability to add value to what we deliver to customers in those industries; expected financial returns; and a consideration of overall societal benefits we believe our solutions can help deliver. Often these solutions are based on Datacom’s own intellectual property.

In each market sector the Solutions team has a clear vision of bringing long-term positive change to our clients in that industry, and helping them achieve their long-term organisational and business goals. This approach, combined with our deep local and industry knowledge, is applied to our efforts across these industries. This gives our business – and more importantly, our clients’ businesses – a unique advantage.

The Solutions team will continue to appoint highly regarded industry and sector leaders to its ranks, so that we can apply the best mix of world-class domain expertise:
- Local Government Solutions: Sustainable Councils, Engaged Communities
- Education Solutions: Learning, Never Stops
- Healthcare Solutions: Empowering Healthcare, Healing People
- Payroll: Saves You Time and Keeps You Safe

ITC delivery assists rapid deployment for college

Evocca College is a Queensland-based Registered Training Organisation (RTO) offering nationally recognised qualifications to Australians furthering their skills, knowledge and careers. Evocca provides students flexibility through campus, distance and blended learning options. Training is designed around student needs and built to find the right balance that allows them to study on their own terms, anywhere, and at any time.

This flexible learning approach is a successful model for Evocca, which now offers services from nearly 40 campuses throughout Queensland, NSW and Victoria. Students receive one-on-one tuition, and the ability to start at any time throughout the year and attend colleges in their local area.

Challenge

Operating in a highly competitive environment, Evocca College has a clearly defined goal - to be Australia’s leading RTO. In order to do this, it is vital to quickly build critical mass while retaining quality and brand continuity.

This model is dependent on the seamless rollout of new branches and the trouble-free deployment of Information and Communication Technologies (ICT) infrastructure. After establishing their brand in Queensland, Evocca began expanding nationally.

Evocca initially approached Datacom to help with hardware procurement after they identified that they didn’t have the internal resources to support such a fast turnaround when dealing with multiple suppliers. As the success of the business increased, they realised they also needed the support of a responsive ICT partner to ensure the rapid growth delivery plan.

Solution

Datacom took a lot of care to understand the business needs of Evocca College, including the existing IT environment, hardware infrastructure, applications and performance needs. It was important to work closely with Evocca’s in-house IT team to develop solutions that would meet the high performance requirements of the business. Through this collaboration, we developed a flexible ‘branch-in-a-box’ approach that enabled the rapid deployment of ICT infrastructure into new branches. The approach is multifaceted, encompassing all the specific requirements to ensure rapid deployment.

Evocca’s overall operations by providing a third-party logistics solution for warehousing products that are not supplied by us.

With in-depth knowledge of the inner workings of each branch, Datacom also provides feet-on-the-ground technical assistance, both onsite and remotely. This has allowed the business to grow with minimal interruption to existing branches and other sections of the business. It also allows the Evocca IT team to be more reactive and quickly and efficiently support a complex distributed environment.

Datacom has also helped streamline and support Evocca’s overall operations by providing a third-party logistics solution for warehousing products that are not supplied by us.

Partnership

Since the first branch opened in Queensland in 2012, Datacom has been key in enabling Evocca’s rapid rate of growth. “They take really good care of the relationship and have always been responsive to our needs,” says Zane Beard, Chief Business Development Officer of Evocca College. “Initially, their local presence in Queensland was a key factor for us, but as we have evolved and rolled out branches in other states we have found that their across the board IT expertise has been very helpful to our growth plans nationally,” he adds.
Marlborough District Council’s award-winning digital services

The Marlborough District Council services a population of 45,900 and delivers a diverse range of functions and responsibilities in the region.

Challenge
The council manually processed building consent and approval forms for more than 3000 property inspections each year, which compromised timeliness and data quality. It needed a new inspection and booking solution as well as a mobile field capture application, to increase efficiency, transparency and flexibility.

Solution
Datacom had already proved its worth to Marlborough District Council in 2017 when it implemented the Datacom Connect platform for online services, including UML and employment applications. This new Software as a Service (SaaS) platform delivers smartforms to mobile devices and would enable inspectors to work offline and synchronize data automatically back office tasks. With SaaS operators, inspectors can now instantly update records and property owners and builders have immediate access to inspection details via the council’s website. Administration can assign jobs by sweeping availability and routes on the same device via Google Maps. Email and SMS inspection reminders have become invaluable to customers.

The project was implemented in parallel with a similar initiative for Palmerston North City Council. The collaborative engagement between both councils to share processes has ensured consistent outcomes.

Result
- Booking time for inspections reduced from 35 days to 12 days.
- Inspectors’ administration time has been greatly reduced.
- Significant improvements in quality of data obtained during inspections.
- During Building Consents Authority (BCA) accreditation audit, technical experts were extremely impressed with the resulting inspection notes.
- Unstreamlined and end-to-end inspection process, ensuring all required information is captured, documented and fully auditable.
- The Association of Local Government Information Management (ALGIM) awarded the council the 2014 Web and Digital Project of the Year for this project.

Datacom solutions that never stop

Mount Sinai College is a modern, independent Orthodox Jewish Primary School with 300 students aged from preschool through to Year 6. The Sydney-based school supports a disciplined and collaborative teaching community, incorporating the best of Australian and Jewish heritage to instil social and ethical values that develop respect for self and others.

Challenge
Mount Sinai has always aimed to prepare students for the demands of a fast changing world. In 2011, the students and teachers first started using iPads in classrooms. This was so successful in enabling creative and independent learning that the school began planning a 1:1 iPad programme for all students. In 2012, the College carried out an extensive overview of its hardware, infrastructure and support needs to ensure the iPad programme would be a leading example of connected learning, hosting visits from many colleagues. Apart from the obvious technical requirements, one of the crucial building blocks was to enable teachers to effectively integrate iPads into their work.

The school prides itself on the quality of its education and relies entirely on self-funding. Therefore, it was important that the College maximised its investment, ensuring a cost-effective, professional learning environment that would enhance the learning experience of both students and teachers, and also satisfy the expectations of parents.

Solution
In late 2012, Mount Sinai College approached Datacom to take advantage of their technical expertise in the education sector and gain deeper understanding of how they could offer the most beneficial, connected learning solutions to teachers and students.

One of the crucial building blocks put in place by the school was an extensive Professional Learning programme to help target the integration of iPads into classroom programmes. It was here that Datacom was able to use its depth of experience working in the education sector to guide and mentor the college, working closely together and building a classroom environment.

Mount Sinai College became an Apple Distinguished School “We are extremely proud that every child in the College, from Year K to Year 6, has their own iPad. Unlike other educational institutions, the cost of the iPad programme has been fully funded from internal resources with no additional input to parents. Teaching with Datacom has been great for us in this process, allowing us to expand our knowledge and benefit from the broad experience that they can offer as a mentor and guide in developing a more connected learning environment.”

Richard Prowse – Primary and ICT Coordinator, Mount Sinai College

The teaching faculty has also recognised the benefits in using technology to interact more easily with students and regularly share discoveries of new apps and processes with their colleagues.

The project is now in its third year and continues to evolve through a series of learning evolutions, from a lab model to an integrated classroom model.

“result
- Increased flexibility; easier to change
- Streamlined end-to-end inspection process, ensuring all required information is captured, documented and fully auditable.
- The Association of Local Government Information Management (ALGIM) awarded the council the 2014 Web and Digital Project of the Year for this project.

Bay of Plenty Polytechnic streamlines with Origen

The Bay of Plenty Polytechnic (Te Kuristic o Poko) has more than 6000 students studying certificate, diploma and degree programmes in its Applied Science, Applied Technology, Business Studies and Design and Humanities schools.

Challenge
In 2009 it became clear to the Polytechnic that its student management system, which was 100 percent developed in-house, carried an enormous risk through support by one main contractor.

PolyMIS had been in production for 22 years and was developed to manage information from a number of partners including the University of Waikato, Waikari Institute of Technology and AUT. This resulted in separate systems maintained internally by one or two key personnel with no central database. The lack of uniformity meant the Polytechnic often had misconceptions and out-of-date data.

PolyMIS was crucial as it supported the delivery of services to students, staff and third parties. However, it was no longer up to task of securely managing their information.

Solution
A business case to replace PolyMIS was approved by the Bay of Plenty Polytechnic Council in 2011, a subsequent business case to replace the client services part of PolyMIS was approved in 2012.

Origen was asked to provide a system that would import student information from internal Polytechnic systems and external sources, and create and manage information in one centralised. It is also needed to allow management of integration and user access and data support, along with automated management of services including CardLink access, print management, and gymnastic memberships.

“We engaged with Origen has been first class...”

The engagement with Origen has been first class. The solution is unique in that there really isn’t anything else like it that can pull and push data as required by specific business rules and triggers, which are somewhat complex in themselves. The development was delivered to our specification, on-time and to budget. Our project was recently entered in the Microsoft Innovation Awards at the Tertiary ICT Conference 2014 where it won the Technology Innovation Award.”

Rubinda Das – IT Manager, BOP Polytechnic

Technologies delivered
- Ozone Client Services application
- OrigenESB (Enterprise Services Bus – an integration layer messaging service), and custom development of each integration point.

The three pieces of work provided Bay of Plenty Polytechnic with a single point of access for users to seek information from any of the Polytechnic’s systems and also to maintain certain data as allowed. This single point of access – Origen Client Services – was made more useful with targeted search functions that allowed data about individuals to be retrieved in real time, across multiple federated systems, into the central database. This data included information on staff, students, the University of Waikato, and third party identities and their enrolments, polytechnic access and use of facilities. As part of the solution, a ‘toolbox’ provides Origen certified training and allow the client to enhance the product using their own expertise as new requirements come up.

Result
- Faster and cheaper accommodation of existing systems
- Increased flexibility; easier to change as requirements change.
- The ESB solution can be used to set up new integrations, processes, messages, and more, without the requirement for extensive coding and software development.
- Automated provisioning of services including CardLink access, print management, and gym memberships.
- Self-managed enhancement and maintenance abilities.
SmartWard to revolutionise healthcare

Datacom has acquired a strategic stake in SmartWard, a health informatics company. The start-up has the potential to revolutionise the way health professionals care for patients in hospitals and aged-care facilities.

Matt Darling, who was born and resides in Canberra, developed the IT system as a response to his own experience and observations of acute hospital care. Datacom Healthcare Solutions, a specialist business with a focus on improving health outcomes via SmartWard technology, has appointed clinical expert Dr Keith Joe, a New Zealand trained Australian resident, as Chief Medical Information Officer. Dr Joe is a practising emergency physician, the founder and director of GeoHealth Directory and a recent clinical director of the Australian Centre for Health Innovation.

SmartWard concluded a highly successful clinical trial in Melbourne in 2013 and, with Datacom’s support, is now ready to take its innovative product to market. The trial, studied by Deloitte Access Economics, forms the basis of a report that found hospitals can achieve cost savings of more than $50,000 per bed, per annum using SmartWard technology.

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Matt Darling invented SmartWard, which runs on a small computer at a patient’s bedside and other points of care, automates nursing records and manages workflow, while improving the quality of patient care. The system uses smart sensors to validate medication and track staff and equipment so they can be quickly located in emergencies. SmartWard triples the amount of time nurses spend interacting with patients, while halving the time spent on documentation.

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Business transformation with software and integration

Organisations are continually seeking competitive differentiation by leveraging clever processes and solutions that will help transform their business to meet market requirements.

Datacom’s award-winning software development and system design business takes the right approach by offering innovative, high-end solutions and operational improvement systems that are critical to the growth of a client’s business. Organisations often experience complexities around their ability to seamlessly integrate new and improved technologies that deliver tangible benefits. With our proven history in the software and integration business, we are recognised as leaders in the Australasian market for delivering highly complex integration projects.

We apply a lean, collaborative development methodology and can assign people to a project for a concentrated period and rapidly deliver to ensure the focus is on critical business objectives and what businesses – and their end-users – need to succeed.

We have the ability to leverage our skills in many domains:
- Consulting
- Integration
- Mobility
- Social media
- Cloud
- Security
- Data and analytics
- Application management
- Digital channels and digital commerce

Commitment to knowledge and results
Our success is largely driven by our unwavering commitment to delivery and to great people with great skills. Our software team consists of more than 100 people on both sides of the Tasman who keep abreast of technology trends, understand new disruptive paradigms, and think ahead to how these can benefit our clients. This approach has enabled us to offer clients a number of defining competencies in the following areas:

- Designing innovative, easy-to-use programmes that combine convenience with savings, and enable clients to move from unsupported platforms to reliable infrastructure within short timeframes.
- Designing, building, and implementing next-generation automated provisioning engines.
- Designing and delivering customised client service portals.
- Introducing domain knowledge of IP for each industry and providing specialist insight.

Transformational partnership is in our DNA

Livestock Improvement Corporation (LIC) is a dairy farmer-owned cooperative which provides a diverse range of products and services for the dairy industry. Based at Newstead in the Waikato, it has branches throughout New Zealand, in Australia, the United Kingdom and Ireland, and agencies in South America, the United States, Asia and South Africa. LIC employs more than 400 permanent and 600 seasonal staff and has annual revenue in excess of $170 million. In 2011, LIC embarked on a massive technology transformation and formed the ‘Heart Programme’, the vehicle for delivering its plan.

Challenge
LIC provides products and services to more than 10,000 dairy farmers across New Zealand, and relies on IT systems to manage, process and support data. Its current IT systems showed poor processing capacity, leading to breaches in customer Service Level Agreements (SLAs), higher support costs and negative customer impact. LIC’s production database was a major contributor to poor performance during peak load times.

Key issues that required addressing:
- Poor performance of core and critical systems.
- The agreed SLA was 10 minutes, but took more than 20 minutes and longer in peak season.
- Customer complaints regarding the quality of LIC’s products and services.
- Current technology was nearing end-of-vendor support, with several no longer supported, resulting in performance issues.

Solution
To migrate core infrastructure to modern commodity hardware and software, bringing benefits including a supported, robust and scalable platform, lower cost of infrastructure provisioning, and greater capacity management. LIC’s current operational environment was stable and reliable system.

- Migrate database operating systems from Oracle Solaris to Red Hat Linux.
- Upgrade IBM DB2 databases and associated software to latest supported versions, DB2 10.
- Migration of underlying COBOL based toolsets to latest supported version.
- Multiplications running on these new systems had to be rigorously tested. Aging systems were core to LIC’s business and several technical challenges had to be overcome. In a single weekend all data had to be extracted, transformed into the new database and updated, and all applications tested and validated.

This was the first major transformative step in the Heart Programme. With a stable and reliable system in place, Datacom can now migrate LIC’s other systems to the newer technologies.

Results
- Lower ongoing license costs for operating systems and development toolsets.
- Lower ongoing support costs for hardware platforms (now a commodity service).
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- Migrate database platform from SUN hardware to commodity-based Intel hardware and implement virtualisation technologies.
- Migration of underlying COBOL based toolsets to latest supported version.
- To migrate core infrastructure to modern commodity hardware and software, bringing benefits including a supported, robust and scalable platform.
- Lower ongoing support costs for hardware platforms (now a commodity service).

Technologies delivered
Several key technologies, including IBM DB2 Database Platform, Red Hat Linux Operating Systems, Micro Focus COBOL, and VMware Virtualisation technologies.

“Our future state would look like data [turning] into information, into knowledge, to support decision making anywhere, anytime.”

Dave Scullin – LIC Chief Information Officer

Partnership
Through ownership from concept to delivery, Datacom delivered and earned LIC’s trust and respect, elevating the company from preferred vendor to strategic partner.

This high profile project was delivered on time and within budget and exemplifies a successful multi-vendor implementation. It has led the way for future initiatives to follow the same methodologies introduced by Datacom. LIC entrusts Datacom to help define the strategic roadmap in technology transformation.

Datacom. LIC entrusts Datacom to help define the strategic roadmap in technology transformation.
Delivering high reliability and system integrity to Reserve Bank

The Reserve Bank of New Zealand is the nation’s central bank and wholly owned by the New Zealand government. The three main functions of the bank are management of monetary policy to maintain price stability, promoting the maintenance of a sound and efficient financial system, and meeting the currency needs of the public.

“Since 2002, Datacom has provided software support and development services to ensure both availability and currency of the systems. During the tenure of the relationship, in addition to ensuring the system has a high level of availability, Datacom has undertaken several system refreshes and upgrades, as well as adding new functionality. The latest example of this additional functionality is the 2012 project, Settlement Before Interchange (SBI). This industry-led project has reduced settlement risk with interbank payments being made before customer accounts are updated, and has allowed transactions to be processed by banks during the day rather than via an overnight process. As part of this, a new interface was added to ESAS, which allows banks to pay each other in ESAS for the net value of funds from customer transactions that are included in files sent between those banks. The implementation of SBI involved the Reserve Bank and eight other banks and was one of the most significant changes in retail banking in New Zealand for many years.”

Mike Wiltyncewicz - Chief Financial Officer, Financial Services Group, Reserve Bank of New Zealand

Solution

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Challenge

The Reserve Bank provides mission-critical banking and settlement services via two systems: ESAS (the Exchange Settlement Account System), which processes payments between financial institutions; and NZClear, which processes securities and cash settlements. The average daily value of payments is $25 billion in ESAS and $8 billion in NZClear. The NZClear system holds about $187 billion of fixed-interest securities and equities for its members. The systems process in real time and operate for 23.5 hours each business day.

These systems have a continuous uptime requirement with key links between New Zealand financial organisations and the Continuous Linked Settlement (CLS) system, which is used by many banks for settlement of foreign exchange transactions. Any downtime has immediate impact of transactional flows and is unacceptable. These systems are arguably among the most important in New Zealand.

Partnership

Datacom has a working relationship with the Reserve Bank that spans 12 years. Our enduring association is a reflection of our commitment to the organisation’s functionality and success. As part of the recent implementation, we will continue to work with the Bank to ensure the mission-critical systems is fully supported and processes are further strengthened to reduce risk and ensure the highest quality outcomes are achieved.

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Auckland Airport’s new website boosts online traffic

Auckland Airport is one of New Zealand’s most important infrastructure assets and contributes around $14 billion to the economy. More than 14 million travellers pass through the terminals annually and of all international visitors to the country, 74 percent arrive or depart through Auckland.

Challenge
The airport wanted to promote itself as a shopping destination and leverage its 400,000-plus monthly website hits by driving traffic to retail partners.

Solution
Since designing the airport’s international award-winning website in 2006, Datacom has become a highly valued partner. In 2009, in conjunction with a design agency, Datacom redesigned the retail section of the website. A centralised CRM system was implemented to capture user details while building a single view of the customer. An outcome was to facilitate communication between the airport and its retail partners. In 2014, the new retail site was Australia/New Zealand Slideshow Site of the Year in the Business Transformation category.

Technologies delivered
- Sitecore Customer Engagement Platform and Analytics
- Rules-based Personalisation
- Campaign Management
- Email Campaign Manager
- MSDynamics CRM Connector
- Engagement Automation

Partnership
While Datacom has worked primarily with the airport marketing team for the traveller and corporate websites, it also worked with business owners to deliver targeted ideas and services. On all the projects the Airport Online Manager and business owners worked in close collaboration with Datacom to ensure seamless delivery.

“The new website has enabled us to showcase the retail offering in a much more engaging and enticing way. Importantly, it is also driving active leads to our retailers and they are seeing the real value of digital.”

Aja Dutta - Online Manager Auckland Airport

Datacom provides RealMe integration through new cloud product

In 2011, NZ Post entered into a formal, long-term partnering arrangement with the Department of Internal Affairs to enhance and expand existing igovt services, focused on the area of authentication and identity verification. In 2013 the service was rebranded as RealMe along with a technology upgrade to ensure long-term availability and scalability. Kiwibank, on behalf of New Zealand Post, was engaged to deliver service development and sales for the private sector. Marketing, customer experience, and improved accessibility via the Post Shop retail network were delivered by NZ Post.

Challenge
The enhancements to the RealMe services provide two key services. These are a secure, customised authentication solution for end users accessing the online services of government, and the ability to send pre-validated identity and address information over the internet in real time to establish a new relationship with a service provider, available in both public and the private sectors. Previously this required you to front up in person with identity documents or for copies of original documents to be sent by mail.

Solution
The Cloud Identity Integrator is a progresson from the successful on premise solution, the Identity Integrator. Hosting Identity Integrator in the cloud lowers capital cost for organisations and further reduces the complexity of implementing RealMe. Originally developed in 2009, the Identity Integrator has a range of satisfied customers across government and the private sector. Taking the base Identity Integrator product, Datacom spent two months making it multi-tenant and cloud-ready. It was then subjected to a range of audits and tests from external parties to ensure it passed high security and privacy standards.

Technologies delivered
- Cloud Identity Integrator
- Multi-tenant secure cloud delivery

Partnership
Datacom’s cloud application management team is now considered part of the extended Crowe Horwath team. After completion of development, Datacom continues to work closely with Crowe Horwath to ensure any accounting-related requirements are met and the tools align with their specific needs.

“The support provided by the Datacom team is excellent and they should be commended. They are responsive, creative and understanding of the long term objectives.”

John Swete Kelly - Principal/Business Advisory, Crowe Horwath

Crowe Horwath Australasia is the largest provider of practical accounting, audit, tax, business and financial advice to individuals and small and medium-sized businesses in the region. The company has more than 80 offices and 3000 staff. Crowe Horwath International delivers services in more than 100 countries and is ranked among the top 10 global accounting networks.

Challenge
Crowe Horwath offers a suite of online tools to its customers to help with their financial and non-financial business performance measurement and visualisation. These tools were developed by an internal team of developers eight years ago and have gradually evolved. Crowe Horwath sought partner with an organisation that could maintain ownership of the tools and manage them externally.

In July 2012 Datacom’s application management team met with the tool developers in Brisbane to become familiar with the tools, code and documentation and have been managing them ever since. Crowe Horwath were looking to transform these products by offering customer integration with the tools and MYOB online accounting solution.

Technologies delivered
- API/FILE, .NET, PHP, Flash
- Java, CSR, API/FILE, PHP
- .NET and MYOB APIs, web services
- Datacom Payment Gateway

CASE STUDY: Software and Integration
INDUSTRY: Aviation

CASE STUDY: Software and Integration
INDUSTRY: Finance

Result
- Quick turnaround time and good stakeholder engagement
- Crowe Horwath is expecting an increase in business
- Engagement Automation

Partnership
Crowe Horwath’s elite suite of business tools

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“We believe our customers will welcome the additional convenience. For customers with a RealMe identity they no longer have to fax or scan identity verification documents to sign up for the service. By streamlining the onboarding process further it improves our efficiency, reduces administrative costs and minimises risk from the transaction process.”

Neil Holm - GoForex Group CEO

The products initially started as on premise, locally installed solutions. However with a significant change in the way organisations process software, Datacom has brought an innovative software as a service (SaaS) solution for RealMe integration to market, called the Cloud Identity Integrator. As a SaaS solution, the Cloud Identity Integrator lowers the bar even further for organisations wanting to explore the possibilities of RealMe.

Challenge
RealMe represents a thought-leading, robust, secure, and privacy protecting solution. The value of the RealMe assurance service is its ability to guarantee the link between an individual and the information they are asserting online. As with any new innovative service, it faces the challenge of building trust, offering RealMe at the same time as building the customer user base.

Result
- Reduced time to market for organisations keen to differentiate their brand by adopting RealMe
- A robust technical solution that has been customised to very high levels of both security and privacy
- Pre-developed integration libraries and a simple commercial model provide hassle-free onboarding

Technologies delivered
- Cloud Identity Integrator
- Cloud-ready, SaaS solution

Partnership
Datacom has had long-standing relationships with both NZ Post and New Zealand government agencies. Over the decades, we have proven our ability to work with large-scale projects in ways that maintain the privacy and security of both the organisations we service and their customers.

CASE STUDY: Software and Integration
INDUSTRY: Finance

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INDUSTRY: Aviation

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CASE STUDY: Software and Integration
INDUSTRY: Finance

CASE STUDY: Software and Integration
INDUSTRY: Aviation

INDUSTRY: Finance
**CASE STUDY: Software and Integration**

**INDUSTRY: Government**

**Hansard revitalised for better public service**

The Office of the Clerk is the New Zealand House of Representatives’ secretariat. It provides advice on procedure and parliamentary law, as well as professional and administrative services. The Clerk is the chief executive and is supported by a senior management team that leads GO staff.

**Challenge**

The official report of proceedings of the House is a core Office function, running on the Hansard Production System (HPS). In early 2010, the Office realised its system needed an overhaul—user interface and performance issues had been identified. The Office acknowledged that the system was not adaptable to modern technology, and in 2012, the current Hansard system was retired.

**Solution**

Hansard purchased Windows 8 tablets through Datacom’s procurement service and leveraged our existing Enterprise Management solution— intuit— to keep track of tablets in the Field Devices connect to the internet when necessary to load data back to intuit, but are fully operational and incur no data loss when taken offline. The solution is based on a Software as a Service model for both Hansard users and administrators, and is hosted in Canon’s secure area of Datacom’s cloud.

**Datacom engagement with Canon in mid-2013 and the application was live by early 2015. Datacom continues to provide ongoing service desk support for the application.**

**Result**

- Faster and more reliable publication of Hansard
- Enhanced end-to-end latency in job updates
- Improved usability by combining multiple data entry screens into a single instance
- Improved usability and system reliability
- Reduced IT footprint.

**Partnership**

David Wilson—Office of the Clerk

Lee Farrah—Head of Service Canon New Zealand

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**CASE STUDY: Software and Integration**

**INDUSTRY: Printing**

**Canon New Zealand**

**Challenge**

Canon’s Field Service team consists of around 50 mobile technicians who travel throughout New Zealand to maintain and repair printers. The team required a reliable, robust methodology to support job update and response times in the field. The solution could not be delivered on existing mobile devices. These were repurposed with Windows 8 tablets rather than hand-helds and laptops for advanced mobility and reduced IT footprint.

**Solution**

Datacom’s Christchurch-based team of mobile developers created an application to run on Windows 8 tablets, leveraging our intuit framework. The solution sends jobs to the field team and tracks progress and completion. Once the job is done, the team can record what parts were required for the job and request parts to replenish their stock. Job update times became near-instant.

**Datacom**

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**Datacom engagement with Canon in mid-2013 and the application was live by early 2015. Datacom continues to provide ongoing service desk support for the application.**

**Result**

- Highly extendible and an excellent fit.
- Out of the box from SharePoint 2013.
- The solutions were mapped to the functionality provided.
- Components were highly aligned with HPS requirements and user stories were mapped to the functionality provided.

**Partnership**

David Wilson—Office of the Clerk

Lee Farrah—Head of Service Canon New Zealand

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**Mobile solution helps Comvita optimise its supply chain**

Comvita is an international natural health products company with a strong New Zealand heritage. The company is committed to the development of innovative natural health and wellbeing products, backed by credible scientific research.

The company was founded in 1974 by Claude Stratford and Alan Bougen—a range of bee products was initially sold out of Stratford’s basement at his Paengaroa home in the Bay of Plenty. Comvita sells its products online, through retail stores in Auckland Central, Auckland International Airport and Paengaroa, and through selected health food stores and pharmacies.

**Challenge**

Comvita focuses on supply chain optimisation, and full traceability is an absolute imperative for the company to ensure product provenance and authenticity. Datacom was engaged to manage the project part way through its first phase of development. The initial phase of the project involved creating a system to track honey from honey boxes to the drums the honey is extracted to.

**Solution**

Datacom proposed a custom Android application running on handheld scanners. The Intermec mobile devices were chosen for their usability and rugged design. Beekeepers would use the handheld devices to efficiently record their hive maintenance work and any movement of equipment between Comvita locations. Visibility of hive maintenance data would enable Apiary Managers to employ appropriate management techniques to optimise hive performance and production.

Datacom Management and Supply Chain staff now have real-time visibility of hive management at the branches and the supply of honey before it reaches Comvita for processing.

**Result**

- Increased control of hive management
- Increased visibility of hive productivity
- Improved overall traceability and visibility

**Technologies delivered**

- Intermec CN51 handheld devices
- Custom Android 4.2.2 application

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**“Ensuring product authenticity requires the capability for full visibility of honey products back through the supply chain to the hive.”**

Colin Baskin—General Manager Supply Chain, Comvita

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**Partnership**

Datacom and Comvita worked together to deliver a solution tailored to end users who are not technologically savvy. The combined Datacom and Comvita project team worked to support users through a major change to their day-to-day business to incorporate the new technology. Beekeepers are now starting to reap the benefits of using the solution and have commented on how pleasing it is to get the right information, enabling the right decisions.
Innovative approach benefits Ballance

Ballance Agri-Nutrients is New Zealand’s leading specialist, providing farmers with nutrient management advice, products and technology. The 100 percent farmer-owned co-operative also produces a range of industrial products, including GoClear, which is manufactured at the company’s plant in Taranaki.

Challenge
To reduce nitrogen-oxide emissions from diesel vehicles, Ballance developed GoClear – a clear, colourless liquid that is injected into the exhaust system of diesel vehicles, where it converts nitrogen oxides into water vapour and nitrogen gas. The GoClear website was receiving minimal traffic from its target audience. Ballance wanted to be innovative in promoting the brand and differentiating traffic from its target audience. Ballance wanted to be innovative in promoting the brand and differentiating traffic from its target audience. Ballance wanted to be innovative in promoting the brand and differentiating traffic from its target audience.

Solution
After reviewing provider offerings, Ballance was chosen to deliver based on its pre-existing relationship with Ballance and its honest approach. This project was an ideal opportunity for Datacom to demonstrate its rapid user-centred build approach, which involves getting the right people together for a highly pressured and restricted period of time. Both teams had got out of B2B environments, so we bucked up in a bath and set about injecting innovation into a bespoke app.

Using a co-design and iterative approach, Android 4.0+ and iOS7 apps were designed through user feedback and testing. End-users and Ballance staff evolved their thinking to create a specific application that has huge environmental potential.

Result
- Bespoke app deployed to iOS and Android within three weeks
- Intelligence and creativity drawn from Ballance and Datacom created a solution using a modern methodology
- Engaged the business and its wider community from the outset
- Commitment to Ballance’s roadmap of customer-centric innovation
- Proved our promise to Ballance – we are now looking at phase two of the app

Technologies delivered
- ZOET application
- Android 4.0+ application

Partnership
The highly interactive and engaging relationship between Datacom and Ballance created a solution that could be retrofitted into a usable app in a very short period of time. Commitment from both parties encouraged a strong and vibrant working relationship.

“...customer focus, creative thinking and speed of the Datacom team made the app development process a joy. Can’t wait until the next time.”

Terry Smith – Process and Chemicals Manager, Ballance

ASB launches collaborative social intranet

ASB is one of New Zealand’s largest banks. It employs approximately 5000 people and has more than 1.3 million personal, rural and business customers.

The bank has a proud history of innovating with technology and was the first in New Zealand to launch internet banking and to roll out two-factor authentication. There was no question that the organisation’s new intranet and collaboration platform would need to be state-of-the-art.

Challenge
The highly interactive and engaging relationship between Datacom and Ballance created a solution that could be retrofitted into a usable app in a very short period of time. Commitment from both parties encouraged a strong and vibrant working relationship.

Solution
Datacom has a long-running relationship with ASB and in October 2013 we pitched for and won a competitive RFP. ASB had already selected Microsoft SharePoint 2013 as a base platform for its intranet solution. With extensive SharePoint experience, we were able to quickly pick up the project and add functionality with our own social intranet tool.

The Datacom team embedded themselves at ASB’s North Wharf head office and, together with people from across the bank, began to put together an intranet that would inspire staff and deliver on the bank’s core values.

Technologies delivered
- Microsoft SharePoint 2013

“I’m really excited about the new site – there is a heap of potential for us to work more collaboratively as a region in a way we have never been able to do before – it could be a game changer.”

ASB Branch Manager and intranet user

Partnership
Datacom staff set up shop in ASB’s office on the North Wharf in Auckland, and worked collaboratively with the ASB team to ensure that the intranet met the organisation’s expectations and needs.

Result
- Two-way feedback – five CEO blogs have resulted in over a hundred comments from staff, providing insights ASB had never had access to before.
### Cloud solutions

The migration to cloud continues unabated and at a breath-taking pace. By 2020, Forrester Research expects the market to be worth nearly $180 billion globally.

As a proven and dynamic operating environment, cloud is with us to stay – it offers business benefits to a diverse range of organisations. While cost efficiencies have been a key reason for the shift to cloud, it also supports business agility in a robust and safe environment.

Datacom’s real-world experience in implementing and supporting cloud solutions is highly sought after and this has made us a valued business partner in many sectors.

#### IT Management

When applications move to the cloud, management services are still required. Applications need to be updated, patched, optimised and supported. Rollouts need to be planned and training implemented.

Business customers require visibility and governance around change, security and all the other activities that sit with a portfolio of software, infrastructure, and data assets. Datacom is investing in processes and reporting to ensure a seamless, single-pane-of-glass IT management service can be delivered across hybrid environments.

#### Infrastructure as a Service (IaaS)

Our own private cloud platforms for commercial customers (DCCS - Datacom Cloud Services) and government agencies (DCGO - Datacom Cloud Services for Government) now host more than 8,000 virtual machines and well over two petabytes of storage across New Zealand and Australia.

These environments are underpinned by enterprise-quality infrastructure sourced from Cisco and EMC. Government agency customers such as the Ministry of Business, Innovation and Employment (MBIE) and the Ministry for Primary Industries (MPI) in New Zealand and Victorian State Emergency Services in Australia, and multiple commercial organisations, entrust Datacom platforms with their entire data and application portfolios.

Datacom is also an accredited implementation and support partner of Microsoft’s Azure and Amazon AWS services.

These services offer different performance, reliability and price profiles from our own. Some customers have placed their entire workloads in these environments, while the optimum arrangement for others is a hybrid approach with workloads spread across multiple environments.

Australian-located Amazon, Azure, and Cisco cloud offerings are imminent and will accelerate the acceptance of these services to businesses in Australia. Datacom is developing its skill base through training and international deployments, and is currently taking part in the Azure Australia partner pre-release testing.

#### Software as a Service

As a Service (SaaS) offerings are emerging and gaining traction. For many years, companies using out-of-the-box software on their own platforms have been concerned about reliability, vendor risks, and the availability of ongoing support. That said, we see the rapid adoption of Microsoft Office 365 and we expect this to increase over the next 12-18 months as customers become more accustomed to cloud services being delivered out of country.

Datacom’s SaaS offerings are hosted in local Datacom-controlled virtualised Tier 3 data centres with full disaster recovery and 24x7 support.

Customers are able to flex their usage and cost up and down at will. In addition, our platforms host SaaS offerings designed specifically for and owned by closed networks.

#### Application development

With appropriately architected software, public hyperscale clouds such as Amazon’s AWS and Azure offer unique speed to market, availability, and cost advantages.

Datacom’s development teams are quickly building the skills necessary to work in all the common Platform as a Service (PaaS) environments – Azure, AWS, OpenStack, and CloudFoundry. In this last period we completed our first implementations of HashiCorp, and RethinkDB. OpenShift open-source technologies are increasingly being used.

#### Office Productivity as a Service

In 2014 we introduced Office Productivity as a Service (OPaaS), a new cloud service offering. Datacom’s OPaaS is a managed suite of services that provide an enterprise-class messaging and collaboration solution for public and private sector clients across Australia. Datacom’s solution allows customers to migrate to an enhanced messaging system based on the latest Microsoft technologies, along with rich internal and collaboration options.

Datacom’s OPaaS services are hosted in local Datacom-controlled virtualised Tier 3+ data centres with full disaster recovery and 24x7 support. This solution is significant. This viable solution continues to be deployed beyond the initial six villages.

### 31 organisations including agencies and authorised parties rely on Datacom Cloud Services for Government.

DCSG stores 2 petabytes of customer data.

CASE STUDY: The Cloud

### Summerset’s centralised solution in aged care

#### Summerset Group

Summerset Group is the third largest retirement village operator in New Zealand and has developed 68 villages in just 17 years.

The group provides retirement homes, villas, apartments and aged care facilities.

#### Challenge

Ultra-wideband (468MHz) fixed wireless technology was centralised, new RAN connections were deployed and connected back to Datacom’s data centres. The cost reduction from only having to manage a single solution, rather than one per village, is significant. This viable solution continues to be deployed beyond the initial six villages.

#### Solution

Datacom’s OPaaS solution in six major villages, providing an enterprise-grade internet service with no user contention for faster access and unrestricted email size.

#### Result

Datacom’s OPaaS solution allows Summerset to manage a single solution, rather than one per village. It has also helped to increase productivity by minimising administrative tasks and enabling staff to focus on daily business functions.

### Brisbane Festival’s flexibility to perform

#### Brisbane Festival

Brisbane Festival is firmly established as the city’s biggest annual cultural event. This world-class festival showcases Brisbane as a cultural hub, featuring arts performances such as theatre, music, comedy and circus.

#### Challenge

The Brisbane Festival wanted to tailor its Information and Communication Technology (ICT) environment to suit business needs. With fluctuating workloads, they needed a system that could accommodate these rapid changes and enable staff to securely and efficiently access the resources, remotely, as well as having continuous access to available help desk services.

#### Solution

Based on Datacom’s reputation as an ICT service provider to various arts organisations, Brisbane Festival turned to us to tailor a solution.

Datacom implemented a hybrid cloud and on-premise server solution to ensure business continuity. We also assisted in providing an enterprise-grade internet service with no user contention for faster access and unrestricted email size.

#### Result

To facilitate flexible working patterns, Datacom installed a wireless network within this office, moved the team from traditional deskside workstations to a notebook environment and managed the installation of functionality hardware.

Every aspect of the ICT solution was managed in collaboration with the client, from implementing a range of software and hardware remotely accessible to all, while ensuring no access was given to the client’s servers.

The Brisbane Festival is now equipped with an ICT environment, including the provision of all managed services.

### Technologies delivered

- Voice over IP (residential and corporate)
- Managed Internet (residential and corporate)
- Wireless Networking (residential and corporate)
- Network Management (residential and corporate)
- PSTN/ISDN Connectivity (residential and corporate)
- WAN/Network (visio, video and other care services)
- Technology Infrastructure
- Datacom Cloud Services

### Partnership

Datacom provided a calling platform based on a Microsoft solution of IP语音 connectivity from World Connect. For Summerset, this meant that no longer had a disruption in each location. Instead was centralised, new RAN connections were deployed and connected back to Datacom’s data centres. The cost reduction from only having to manage a single solution, rather than one per village, is significant. This viable solution continues to be deployed beyond the initial six villages.

### Result

Datacom’s OPaaS solution allows Summerset to manage a single solution, rather than one per village. It has also helped to increase productivity by minimising administrative tasks and enabling staff to focus on daily business functions.

“Datacom focused on ensuring the transition to a new ICT environment went as smoothly as possible. We found the team really great – we always knew where everything was up to and if anything came up that wasn’t as expected we worked together to create a solution. They were the best choice because they could offer us the stable and flexible ICT environment we were looking for within our targeted market values.”

Julie Harms - Administration Manager, Brisbane Festival
Zespri’s world first in public cloud

Zespri International is one of the world’s most successful horticultural marketing companies, with sales revenues of NZ$1.35 billion. It is the world’s largest marketer of kiwifruit, selling into more than 53 countries and managing 30 percent of global volume.

Based in Mount Maunganui, Zespri is 100 percent grower-owned and employs approximately 280 people in New Zealand, Asia, Europe and North America. It is now also New Zealand’s first truly global, 100 percent Azure engagement solution for all enterprise infrastructure and applications.

Challenge
In early 2011, when Zespri was on track to triple revenues by 2020, a deadly virus struck New Zealand kiwifruit vines. Shortly after, the Christchurch earthquake struck and a tsunami hit Japan. These natural disasters posed a real threat to the kiwifruit industry and prompted Zespri to review its disaster recovery plan.

From orchard to consumer, Zespri relies on its IT systems to support every aspect of business. The company wanted to run a lean IT operation insulated from disasters while providing instant unlimited scalability and enhanced customer experience.

Solution
Zespri chose Datacom and Microsoft as its long-term partners. Zespri knows that Datacom’s best-of-class capability, scale, and resource depth made it the first choice to consult, transform, build and manage its IT resources in the cloud.

Datacom rigorously evaluated Zespri’s broad business aspirations. As trusted advisor and with key strengths in technology independence, Datacom recommended Azure as the right public cloud service. This decision was based on cost, experience with platform as a service (PaaS) and software as a service (SaaS) solution, and the existing strategic alignment and expertise within Datacom.

When SAP met business requirements in a test environment, Zespri migrated its SAP development environment into Azure using approximately 100 Microsoft Azure Virtual Machines running in the western US Azure data center.

In November 2014 Datacom successfully shifted all Zespri’s SAP production applications to Azure in a world-first. Zespri intends to move 100 percent of its IT infrastructure into Azure. As a provision, all applications unable to run in Microsoft’s cloud can easily run in a Datacom data center. Zespri can now rest assured that they can continue to run in the event of a disaster.

Results
- Improved resilience through implementing a disaster recovery plan for Zespri’s line of business applications
- It took just over one month to migrate Zespri’s SAP development environment into the Azure cloud
- To date, 300 virtual machines have been commissioned in Azure with the performance proving acceptable
- Zespri has reduced IT costs by US$700,000 to US$1 million
- SAP performs well on Azure, with response times under one second and improving
- The speed at which new initiatives can be brought to market has improved Zespri’s global reach

Technologies delivered
Microsoft Azure and SAP development environment migrated to the public cloud. Services migrated or underway include SAP/SharePoint (internet, intranet, email, data services platform).

Zespri has 100 percent of its IT infrastructure in Azure, including the ongoing service management of that environment.

Partnership
Around nine months ago, Datacom embarked on a long-term partnership with Zespri. Datacom consulted with Zespri as independent advisors and recommended Microsoft Azure as the platform of choice. Datacom has a solid, long-standing partnership with Microsoft.

Zespri’s world first in public cloud

“Datacom has the flexibility, technical knowledge and can-do attitude to enable Zespri to work towards our aspirational target of 100 percent public cloud.”

Andrew Goodin – Global Manager Information Systems, Zespri International
The Ministry for the Environment’s mission is environmental stewardship for a prosperous New Zealand. The Ministry is the Government’s principal advisor on the environment in New Zealand and on international matters that affect the environment.

The Ministry for the Environment is not involved in day-to-day environmental management. The focus is on providing environmental management systems, including laws, regulations and national environmental standards; national direction through national policy statements and strategies; guidance and training on best practice; environmental standards; national direction through national policy;

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Ministry mitigates risk and modernises

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“... The Ministry for the Environment had an ‘owned and operated’ service delivery model for its information technology. This model created a number of challenges, as the IT team required a large range of generalist IT skills, rather than specialist skills. This created single points of failure for specific aspects of the management of the Ministry’s IT, and staff were focused on the running of the IT environment rather than on how IT could better enable the Ministry to achieve. The Ministry also had old, outdated equipment and was in need of a refresh of its technology.

Additionally, all the servers were located in Environment House in Wellington, which meant the Ministry carried a high degree of business risk with regards to business continuity. This not only created challenges with ongoing maintenance and support, but also restrained any disaster recovery and business continuity. The Ministry now has a more dynamic IT environment, giving them greater flexibility, as well as access to additional resource pools. Rather than focusing on its IT infrastructure, the Ministry is now free to spend more time focusing on how IT can help enable the Ministry achieve its outcomes.

Datacom and the Ministry transitioned all production support services and infrastructure management services in the first quarter of 2014. This meant the Ministry could consolidate IT services and re-focus on how IT supports and enables the wider organisation. Datacom provided a roadmap for future initiatives and business enablement, and took the first steps on that journey by providing a proof of concept for Desktop as a Service.

The Ministry now has a more dynamic IT environment, giving them greater flexibility, as well as access to additional resource pools. Rather than focusing on its IT infrastructure, the Ministry is now free to spend more time focusing on how IT can help enable the Ministry achieve its outcomes.

Technology delivered

- Infrastructure as a Service hosted in the Datacom cloud
- End-to-end IT service delivery model for government
- Cost-effective service because Datacom was already providing these services to LINZ
- Delivered on first steps of reducing IT business risk – business continuity, security, and operational management

Results

- Provided more depth – there are no single points of failure
- Enabled the Ministry to leverage services delivered by Datacom to LINZ, such as service desk, infrastructure support and desktop services
- Delivery of a modern, scalable platform
- Cost-effective service because Datacom was already providing these services to LINZ
- Delivered on first steps of reducing IT business risk – business continuity, security, and operational management

Partnership

Before going into this project, Datacom and LINZ had a strong existing partnership. The intention and spirit of that partnership has been wholeheartedly accepted by the Ministry for the Environment. This enabled a seamless transition of services. The relationship that Datacom, LINZ and the Ministry have developed demonstrates Datacom’s flexibility in allowing and enabling the LINZ contract to be extended to another party when it is in the best interests of all. As a trusted advisor Datacom has looked for efficiencies across all the Ministry/IT and has acted on the Ministry’s behalf on projects outside of our core services.

The key to the success of the transition has been that Land Information New Zealand and Datacom were able to extend their partnership relationship into the Ministry. Aside from just managing our IT environment, Datacom have contributed valuable time and strategic advice about how the Ministry can transform the way IT services are provided. They have taken their role in this partnership very seriously and this value-add has enabled us to make some real progress in what is a substantive business transformation for the Ministry.”

Neil Hurley – ICE and PMO Directorate, Ministry for the Environment
End-to-end solution for cloud trial

The Queensland Government Chief Information Office (QGCIO) is part of the Department of Science, Information Technology, Innovation and the Arts. The office sets Information and Communication Technology (ICT) strategy, policies and standards as well as facilitates strategic relationships with industry partners for cost-effective outcomes.

Challenge
As part of the focus on efficiency, and in line with its five year ICT strategy, the Queensland State Government has implemented a plan to refashion its ICT systems to create a timely and cost effective experience for government agencies and the community. A key part of this strategy is to move from owning technology assets to an ICT cloud service model, which will eliminate the need for costly upgrades and license user functionality.

QGCIO completed a six-month trial of operating in a total cloud environment, which included shifting from XP to Windows 8. The trial tested the boundaries of large enterprise operating within the cloud to ascertain if this solution could be applied across government operations. QGCIO is assessing the findings.

Solution
Datacom created a functioning cloud office, including technology management, new Active Directory, Domain Name Services (DNS), internet gateway services, web filtering, identity management, cloud storage, email and apps in compliance with security requirements.

Datacom was instrumental in managing the integration of all cloud services and worked closely with QGCIO throughout their trials to ensure a flexible and responsive project delivery.

Result
With the assistance of Datacom in managing and trouble-shooting integration issues, the trial provided QGCIO with useful insights into the benefits and challenges of large, complex enterprise operating within the cloud. Initial results have found ongoing operating costs dedicated to ICT have been significantly reduced, with the need for expenditure on hardware almost eliminated.

The Cloud solution provided staff with enhanced functionality, particularly in regard to fast and easy remote network access and greater flexibility for storing, searching and sharing files. Following the trial, Datacom’s limited help desk management responsibilities have now been expanded for QGCIO.

Worldwide Printing Solutions customises the cloud

Worldwide Printing Solutions is a specialist graphic design and printing company that delivers more than 120 million print items to 38,000-plus customers across Australia annually. The company has adopted an innovative hub-and-spoke operating model, which incorporates design centres in Australia with a centralised, Perth-based printing and distribution facility.

Challenge
More than 45 franchisee-operated design centres offer a broad range of print solutions, including brochures, posters, banners, stickers and business mandates. The central complex, with which the network is connected, has enhanced speed to market and performance prompted a review of the company’s IT delivery model.

Solution
Datacom completed a thorough audit of Worldwide Printing Solutions’ existing IT environment, reviewing hardware infrastructure, applications performance and physical office connectivity requirements. We then ran a series of workshops to validate the information and discuss various solutions.

Working closely with Worldwide Printing Solutions, Datacom to provide a customised cloud solution. We incorporated a comprehensive backup and recovery solution to protect all data that resides on the cloud platform, as well as network management services to ensure reliable connectivity of national offices to cloud.

“The initial face-to-face meetings, right through to final sign-off, the project was well scoped and planned and delivered within time and budget. Datacom’s technical lead went above and beyond to ensure a smooth migration and instilled within us the confidence that the job would be done right.”

Conrad Goodman - Worldwide Printing Solutions

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Technologies delivered
- Infrastructure as a Service (IaaS) hosted on Datacom’s Perth cloud node to support their critical applications
- Software licensing via a ‘pay as you use’ licensing arrangement
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- Professional Services to migrate applications and associated data to the cloud platform
- Provision of telecommunication services
- Managed Services to support network infrastructure

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Junior Explorers simplifies with LimeLite

Junior Explorers is dedicated to educational, home-based care for children from birth to five years old. The organisation operates in Hamilton, Tauranga, Te Puke, Papamoa, Rotorua, Taupo, Wellington and outer areas.

Challenge
Junior Explorers’ existing services were site-based and at end of the day, there was also a lack of standardisation across all the offices and users were limited in their mobile and remote access options.

For small to medium businesses, having a simple, lightweight and reliable IT environment is essential and even liberating. Junior Explorers didn’t have the time or resources to be constantly managing their IT; the organisation needed an on-demand, ‘set-and-forget’ solution.

Solution
Datacom spoke to Junior Explorers to understand their needs and assess the scope of opportunities available. Datacom suggested a cloud-based infrastructure that could be accessed from anywhere on multiple devices back to a central system, and standardised across all offices to enable efficient usage.

The solution, implemented in May this year, is based on Datacom’s LimeLite technology. LimeLite is a desktop as a service solution that looks and behaves like a regular desktop PC, with software and data hosted in Datacom’s New Zealand data centres and streamed to a variety of devices.

LimeLite provides Junior Explorers with a highly stable IT environment and remote and mobile connectivity.

Datacom offered Junior Explorers a ‘set-and-forget’ solution.

The solution also gives Junior Explorers peace of mind, as IT costs are now fixed and the solution was completed with zero upfront cost.

Results
- All offices now have the same shared infrastructure
- Educators are more mobile and efficient
- Standardisation of document and processes are enabled across all locations

Technologies delivered
- LimeLite, Datacom’s desktop as a service solution for small to medium businesses
- Data is hosted in Datacom’s Kapua data centre
- The solution involves thin clients, Citrix, managed backup, managed Wi-Fi, Internet, Microsoft Exchange and Microsoft Office

Partnership
Datacom had an existing relationship with Junior Explorers, which began when it first started expanding.

In our discussions we talked about the direction in which the organisation was heading and issues hindering progress.

Throughout the process, Datacom delivered on its promise and adapted quickly to changes in customer requirements. The owner of Junior Explorers was impressed by how Datacom handled the transition to LimeLite, and says the cloud has enabled the organisation to centralise and simplify. The company now enjoys a more efficient and user-friendly IT environment.

“For us to migrate from our server to the cloud was a big decision and one we don’t regret. The whole process from start to finish has been handled professionally by the entire team at Datacom. At all times we were kept in the loop with constant updates via emails, phone calls and, where appropriate, meetings.”

Jenni Ellis - Director, Junior Explorers

CASE STUDY: The Cloud

INDUSTRY: Government

CASE STUDY: The Cloud

INDUSTRY: Design

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IT Management

Datacom’s IT Management delivers a complete range of services – from cloud and network services, aggregation and world-class data centres through to end-to-end outsourcing and transformational project and consulting capabilities.

With our deep expertise and neutrality, we focus on each client’s success, ensuring genuine business transformation and operational excellence. This means 2500-plus infrastructure specialists across New Zealand, Australia and South East Asia apply their experience and industry-leading practice to each client’s unique requirements.

We are recognised for our openness, innovation, breadth of service and proven track record in building long-term partnerships. Working with all suppliers, product vendors and cloud providers to maximise and aggregate services assures our clients’ optimum business outcomes.

Challenge

Healthcare is a complex sector facing multiple pressures, such as an ageing population, new and expensive technologies and growing expectations around quality, service and treatment options.

Southern Cross is aware that to keep pace with the amount of strategic change constantly required, their infrastructure and software portfolio must also remain streamlined, efficient and compatible.

Business changes over past decades had left Southern Cross with a complex mix of IT environments. Modification was required and, with that, a strong outsourcing partner that could provide infrastructure synergy, synergies for a shared services model and the ability to provide a cohesive delivery service.

Solution

Plans for such a comprehensive IT group consolidation meant that Southern Cross looked for an experienced partner to operate IT services under defined, flexible Service Level Agreements (SLAs), with a clear focus on business and service outcomes.

After a rigorous selection process in 2003, Datacom was selected for its breadth and depth in IT and infrastructure services, and for its flexibility and cultural alignment. With contract and commercial finalisations still underway, Datacom showed its pedagogy and commitment to Southern Cross by having its team present by early 2004.

While technology was viewed as a strategic enabler in the transformation cycle, the key to success was establishing systems so the business could focus on better member outcomes.

This 10-year tenure has seen Datacom cement its relationship with Southern Cross through a significant track record of service delivery of complex programmes.

Time has not stood still as the society’s business has continued to evolve successfully with new business initiatives creating further opportunities for Datacom to show its worth as a trusted strategic partner.

Results

- A 2012 formal audit on ITIL best practices and industry standards on the Datacom outsourcing agreement had zero audit comments
- An effective 25% reduction in PC and 34% reduction in server costs over the past five years due to economies of scale offered by Datacom and the accepted support volumes
- The formal benchmarking of the then eight-year-old outsourcing engagement revealed an overall 6% price benefit on the lowest benchmark, while highlighting a strong and positive relationship
- Unsurpassed stability in our Southern Cross facing delivery team, with a median staff retention rate of 85.5 years and Gallup staff satisfaction scores well above four (on a scale of 1-5)

Technologies delivered

Datacom’s long-term engagement with Southern Cross has seen state-of-the-art technology portfolios delivered over the decade.

“We work in a constant cycle of change and over the decade there has developed a close fit between our organisations, culturally we are really closely aligned. Datacom are proactive in ensuring that we have an IT environment that makes us proud.”

April Walker – Head of Information Systems and Business Change, Southern Cross Health Society

Partnership

By building a long-term relationship with Datacom, Southern Cross Health Society has been able to focus on delivering business-enabling transformation. With a highly open and collaborative engagement, Datacom has maintained a consistent team, which is focused on delivering services to Southern Cross.
Challenge
Harbour City Ferries (HCF) inherited ageing and obsolete equipment from the previous incumbent when it took over the operation in 2012, and quickly found that unreliability, outages and equipment failures critically impeded daily operations. Worse still, the infrastructure was incapable of supporting the development of any new cutting edge services for Sydney’s travelling public. Unable to update and renew the total environment due to tight capital expenditure budgets and demanding uptime requirements, HCF was looking for smart ways to transition its most essential applications to new, high performing infrastructure, and to keep lower priority applications functioning as well as possible until they could be transitioned or retired.

Solution
Datacom worked with HCF to demonstrate how a hybrid cloud solution could support service transition – with rapid initial deployment for the most critical business systems and then a staged migration of other applications and services as it was operationally and financially possible.

With a complex, poorly documented existing environment and small windows of opportunity to migrate the real-time systems that support ferry operations, planning was paramount.

Datacom and HCF first identified legacy applications that needed to be carefully managed in the cloud environment rather than being tied to physical hardware, and then started to identify other workloads to move to the cloud.

Datacom’s robust cloud methodology underpinned the entire project through nearly six months of strategic designs, proof of concepts and staged deployments – work that was critical in minimising downtime and potential deployment issues.

Focusing on the oldest infrastructure first, Datacom created a private cloud environment and transitioned Microsoft Windows-based workloads from the HCF unsupported infrastructure into the Datacom cloud. To maximise hardware utilisation and improve scalability in the IT environment, Datacom’s cloud provided ‘right sized’ virtualisation of all servers.

This had an immediate impact on reliability, reducing the number of outages being experienced.

Datacom also transitioned HCF’s telecommunications arrangements to increase performance and deliver improvements to the network infrastructure that enhanced the end-user experience. They also helped implement other changes such as implementing a disk-to-disk backup environment over a disaster recovery site to support vastly improved continuity of service.

An ongoing managed support programme ensures new services can be quickly and efficiently delivered as required, which will continue to deliver productivity improvements for users.

Results
HCF received immediate operational benefits from reduced downtime and improved reliability, and it is continuing to benefit from financial improvements with reduced support costs on the ageing infrastructure and the gradual shift from capital to operational expenditure as more workloads are transitioned to the cloud.

Datacom’s commitment to ‘proving the promise’ and ability to work with multiple providers meant that the end-user experience at HCF during the project was never affected and any challenges encountered were quickly resolved.

The project has given the business the confidence to look at new technology. We can now provide end-users with faster access to current applications like Office 365 to achieve their work tasks on different devices from anywhere – even the middle of the harbour.

‘Into Tomorrow’ – Harbour City Ferries revamp infrastructure
Harbour City Ferries (HCF) maintains and operates Sydney’s ferry services on behalf of the NSW Government. Around 650 staff are committed to ‘putting the customer first to deliver a world-class ferry service’, delivering 170,000 services each year across Sydney Harbour and its waterways.

“When this project was first proposed, Hybrid Cloud solutions were still quite rare. Datacom were able to demonstrate real cloud expertise and experience, giving us the confidence to undertake this transition. The trust we put into Datacom was well and truly rewarded with a very successful project outcome.”

Adam O’Halloran - IT Manager, Harbour City Ferries
OperAQ free to focus on the arts

OperAQ is Pernod Ricard Winemakers’ premium wine division of Pernod Ricard, the world’s co-leader in wine and spirits.

Challenge
Five years after their last upgrade, the growing OperAQtm team was running out of server and storage space, and was experiencing increasing issues with their aged desktops and devices. They needed to maximise the flexibility and speed of internal operations to enable them to focus on core business of producing wine. The challenge was to find a solution that took into account their location, spread across several floors in the Queensland Conservatorium, and the out-of-hours nature of their work.

Solution
Following a decade-plus collaborative relationship with Datacom, OperAQtm turned to us for advice. A long-time sponsor of OperAQtm, we wanted to recognise their meaningful contribution to the arts in Queensland and transition our relationship from trusted advisor to partner.

We recommended the installation of Exchange 2010, Lync 2010 and Windows 8 SOE with Datacom Endpoint Manager as the most functional and practical solution to address OperAQtm’s requirements. To provide the most holistic approach, we also supplied new desktops, monitors and laptops to maximise the functionality of the new software. We oversee the installation of a new server, which we remotely configured within our facilities before a smooth, create implementation.

Result
As IT service providers, we believe companies should be able to focus on their everyday business, without having to spend valuable time and resources managing IT functions. The seamless transition and installation process has provided OperAQtm with greater connectivity, reliability and flexibility, which has given them back valuable time. Datacom moved from our previous role of providing strategic advice and support to take on IT service desk management, which has freed up key staff to focus on their core roles. The partnership continues to create operational efficiencies for the OperAQtm team.

"An efficient and effective IT platform underpins every area of activity at OperAQ. The support provided by Datacom ensures OperAQtm is kept up-to-date and functioning efficiently without draining the precious resources we need to realise our strategic ambitions. Datacom assists us with what they do best, to enable us to do what we do best – provide great opera for all Queenslanders.”

Russell Mitchell – General Manager, OperAQtm

Datacom streamlines printing for UWA students

The University of Western Australia (UWA) is a leading Australian university with an international reputation for excellence in teaching, learning and research. Home to almost 24,000 students, UWA has nine faculties and schools and supports a number of research institutions and centres. The university has achieved top-100 listing in the 2014 Academic Ranking of World Universities.

Challenge
UWA had historically maintained a disparate campus printer fleet, which was difficult to manage and difficult for students to navigate. Multiple printing systems were managed by multiple support areas around campus, with little data readily available regarding print volumes and service costs. Depending on where the student was located within the university, there were several different methods for accessing and paying for printing. The process was expensive and cumbersome and a source of dissatisfaction and complaint for students.

UWA needed to offer students a consistent, high-quality printing experience and, with this in mind, they approached Datacom.

Solution
Datacom gained a detailed understanding of student printing requirements and the issues to be overcome before recommending a Managed Print Service and the implementation of 100 new student printers across some 100 campus locations. Each new device has a Virtual Cash Controller terminal, which allows students to swipe their student card to access and pay for print jobs sent to a central print queue. This means that each time a student prints from anywhere on campus, the experience is identical: their printout can be released from any print location, and a consistent charge is made.

"Datacom quickly understood what was important to UWA in designing a consolidated student printing service, and the service delivered has been exceptional in meeting student needs. The Datacom Managed Print Service is relatively hands-off for UWA staff, which has alleviated the printing support workload for multiple IT and admin teams across campus, significantly reducing costs. We are very happy to have partnered with Datacom to deliver a service that has a positive impact on the UWA student experience."

Alison Tribevedi – Associate Director Client Services, IT Services, The University of Western Australia

"Datacom provides a service that is seamless, quick and efficient. It is convenient and has seriously cut the time and effort UWA staff spend on printing. We are very happy with the Print Service.

"Datacom quickly understood what was important to UWA in designing a consolidated student printing service, and the service delivered has been exceptional in meeting student needs. The Datacom Managed Print Service is relatively hands-off for UWA staff, which has alleviated the printing support workload for multiple IT and admin teams across campus, significantly reducing costs. We are very happy to have partnered with Datacom to deliver a service that has a positive impact on the UWA student experience."

Alison Tribevedi – Associate Director Client Services, IT Services, The University of Western Australia

A trans-Tasman service delivery model

Pernod Ricard Winemakers is the premium wine division of Pernod Ricard, the world’s co-leader in wine and spirits.

Challenge
Wine businesses often require additional support during seasonal peaks. This, and a business with 100+ users across four time zones in Australia, presented significant challenges in providing a single, consistent, 24/7 service. A central desk with strong SLA levels was required to allow the team to focus on project delivery and development, and improve the visibility of workload and operational efficiency.

Solution
Datacom’s flexible and proven service delivery capability allowed us to deliver a single, 24/7 service desk. Outourcing gave Pernod Ricard Winemakers the flexibility to scale operations depending on demand and to align all regions’ consistent service quality, regardless of seasonal peaks.

A single IT Service Management (ITSM) platform provides a single change and release capability, allowing greater visibility, efficient review, online change approval, and a single history of activity. Running for more than a year, the service continues to develop, while consistently meeting SLAs.

Result
- First Point of Contact Resolution (FPOC) continues to improve with an average of 98% against a target of 99%
- Time required to provision service requests reduced by 30%
- All Pernod Ricard Winemakers business users experience the same high-quality service
- Greater visibility of service desk performance against clear and defined SLAs
- Greater ability to undertake core business activities
- IT teams now work in a more structured and managed environment
- Fixed and visible costs and positive measurable outcomes
- Support can adapt to meet changing business needs

"Datacom has provided our business with a very efficient and flexible solution, which we continue to develop. Datacom personnel and the solution have allowed us to improve our overall maturity and perform the way we manage first-line support. This relationship is proving very beneficial for Pernod Ricard Winemakers and we are confident that it will continue to flourish."

Marc André – IT and Corporate Procurement Director Pernod Ricard Winemakers

Partnership
Our collaboration ensures the service desk is closely aligned with business needs, and its performance is regularly reported upon. A strong working relationship between Service Delivery Managers (SDMs) has brought a greater understanding of how to gain the best for business users, and a pragmatic approach to solving problems and realising opportunities. Building on the sound and successful partnership, Datacom is extending its delivery to Pernod Ricard Winemakers.

"Datacom quickly understood what was important to UWA in designing a consolidated student printing service, and the service delivered has been exceptional in meeting student needs. The Datacom Managed Print Service is relatively hands-off for UWA staff, which has alleviated the printing support workload for multiple IT and admin teams across campus, significantly reducing costs. We are very happy to have partnered with Datacom to deliver a service that has a positive impact on the UWA student experience."

Alison Tribevedi – Associate Director Client Services, IT Services, The University of Western Australia

"Datacom quickly understood what was important to UWA in designing a consolidated student printing service, and the service delivered has been exceptional in meeting student needs. The Datacom Managed Print Service is relatively hands-off for UWA staff, which has alleviated the printing support workload for multiple IT and admin teams across campus, significantly reducing costs. We are very happy to have partnered with Datacom to deliver a service that has a positive impact on the UWA student experience."

Alison Tribevedi – Associate Director Client Services, IT Services, The University of Western Australia

The University of Western Australia (UWA) is a leading Australian university with an international reputation for excellence in teaching, learning and research. Home to almost 24,000 students, UWA has nine faculties and schools and supports a number of research institutions and centres. The university has achieved top-100 listing in the 2014 Academic Ranking of World Universities.

Challenge
UWA had historically maintained a disparate campus printer fleet, which was difficult to manage and difficult for students to navigate. Multiple printing systems were managed by multiple support areas around campus, with little data readily available regarding print volumes and service costs. Depending on where the student was located within the university, there were several different methods for accessing and paying for printing. The process was expensive and cumbersome and a source of dissatisfaction and complaint for students.

UWA needed to offer students a consistent, high-quality printing experience and, with this in mind, they approached Datacom.

Solution
Datacom gained a detailed understanding of student printing requirements and the issues to be overcome before recommending a Managed Print Service and the implementation of 100 new student printers across some 100 campus locations. Each new device has a Virtual Cash Controller terminal, which allows students to swipe their student card to access and pay for print jobs sent to a central print queue. This means that each time a student prints from anywhere on campus, the experience is identical: their printout can be released from any print location, and a consistent charge is made.

"Datacom quickly understood what was important to UWA in designing a consolidated student printing service, and the service delivered has been exceptional in meeting student needs. The Datacom Managed Print Service is relatively hands-off for UWA staff, which has alleviated the printing support workload for multiple IT and admin teams across campus, significantly reducing costs. We are very happy to have partnered with Datacom to deliver a service that has a positive impact on the UWA student experience."

Alison Tribevedi – Associate Director Client Services, IT Services, The University of Western Australia
Global engineering company’s cost efficient storage solution

Cardno is an infrastructure and environmental services company with specialist expertise in the development and improvement of physical and social infrastructure for communities around the world. Cardno’s core business is the delivery of consulting services to governments and government institutions at all levels, and private clients ranging from individuals through to multi-national entities across the entire range of civil engineering, environmental and international development assistance activities. Cardno employs around 8000 people in 290 offices worldwide and has its head office in Brisbane.

Challenge

With large and complex global engineering projects, Cardno is dependent on ready access to detailed documentation and plans that require large amounts of storage. Cardno’s legacy storage platform was aging and becoming a bottleneck in the continual growth of important data and services. In order for normal business activities to run efficiently on primary systems, Cardno had to run manual processes to move data to third-tier archiving devices. The IT department identified the need for scalable, cost-effective technology to manage existing and new data requirements.

Solution

Datacom has been working with Cardno since 1998. Based on this sound relationship, combined with an existing understanding of their technology, Cardno chose Datacom – confident in their ability to deliver a cost-effective storage solution that would meet current and future needs, and deliver it within their critical timeframes.

The project was successful because of Datacom’s due diligence, thoughtful design and rapid and efficient implementation. Cardno carried out a post-implementation review which showed we were utilising the new technology to the best of its abilities. And, again, we can give credit to Datacom for understanding our needs and delivering the right solution that they backed with a guarantee of success.

Darren Miller – Global IT Manager, Cardno

Fast-paced entertainment world requires seamless staff connectivity

Queensland Theatre Company (QTC) is the state’s flagship professional theatre company. The company has a strong focus on encouraging theatre as an art form and runs a detailed programme of regional tours, workshops and events to deal with the primary software vendor, APS.

Solution

In the time-poor, competitive entertainment industry, people constantly juggle a variety of tasks and projects and need their ICT systems to work seamlessly with their day-to-day functions. Datacom’s unique understanding of the QTC’s business requirements allowed us to recommend Microsoft Lync 2010 for its user practicality and focus on connectivity.

The enterprise solution delivered maximum flexibility and adaptability for QTC employees and facilitates secure communication with employees offsite. In addition, a second server located in a DMZ allows secure remote and mobile access, providing further functionality for busy QTC staff.

As a result, the QTC staff have an ICT solution that has enabled them to keep pace with their busy and demanding industry. They’re able to see at a glance where their staff are, arrange meetings and keep in touch with staff who are working offsite or travelling regional Queensland. This means they can dedicate more time to their core business, developing relationships with stakeholders, customers and touring theatre in Queensland – an immeasurable benefit.

“Datacom understand our business issues and identified a practical solution that is tailor-made to meet our requirements. They address our specific needs and explain business solutions simply and clearly.”

Michael Cullinan – Chief Financial Officer

Agility through IT consolidation

Crowe Horwath New Zealand has the largest accounting, audit, tax and business advisory footprint in New Zealand. With 22 offices across the country and a substantial presence in more than 100 countries, Crowe Horwath pride themselves on being part of the community.

Challenge

Crowe Horwath had a vision to operate as a truly national business by consolidating its IT platforms to provide common access to client records and services from any location. The 22 offices ran out of six business hubs throughout New Zealand, each with its own IT systems, localised support and no ability to share capacity or data. This produced an inefficient and costly use of IT resources, a lack of integration and no consistency across software packages.

The business couldn’t tap into the potential from each region and had to regularly reskill its 600-plus staff. This impacted on client billing and job rotation, making the process inefficient, costly and the business less agile. Of the six business hubs, five were in need of new server systems and upgrades – an outsourcing model was the next logical step.

Solution

Datacom transitioned the six regional hubs to a single IT platform by migrating all existing systems to our cloud infrastructure as a service (IaaS) platform. It became apparent workload requirements would be different and the costs incurred would change significantly – lead times were adjusted to suit.

Once this client was implemented to remove reliance on desktops and create a consistent experience across the organisation, Crowe Horwath sought to streamline its numerous accounting applications and Datacom provided its knowledge and experience to deal with the primary software vendor, APS.

“The Datacom team are great to work with, their level of professionalism and expertise round storage and data security is a big step forward for our business.”

Matt Stark – National IT Manager, Crowe Horwath

Partnership

By working closely with key stakeholders and building solid relationships, Datacom has become a trusted partner of Crowe Horwath. Open collaboration with both IT and staff achieved the right solutions. Two key diligence allowed Crowe Horwath to understand our expertise and delivery capabilities, while we ensured we understood their business requirements.

“The Datacom team are not just vendors. They are seen as an extension of us.”

Phil Mulvey – New Zealand CEO, Crowe Horwath

Technologies delivered

Datacom implemented Microsoft Lync 20100 to allow Queensland Theatre Company to collaborate more effectively.

Partnership

Datacom’s collaborative approach and in-depth understanding of OTC ensured that from initial consultation right through to completion, the implementation of Lync did not impact on their business as usual processes and integration remained with existing software.

“Datacom understand our business issues and identified a practical solution that is tailor-made to meet our requirements. They address our specific needs and explain business solutions simply and clearly.”

Mohit Cullinan – Chief Financial Officer

CASE STUDY: Information Technology Management

INDUSTRY: Finance

CASE STUDY: Information Technology Management

INDUSTRY: Finance

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Data Com has been involved in building and managing data centres for decades. Throughout that time, the expertise of our staff has ensured our facilities have remained operational around the clock and through the multiple natural disasters that have occurred across the region. This heritage of tried-and-true experience flows through to our operations today.

Looking Forward

Reliable, secure data centres are a vital piece of the infrastructure that lies behind most mission-critical IT systems. The pressures on these facilities to achieve higher and higher availability continue. Increasingly, IT systems are influencing activity in the physical world in real time. Any unplanned disruption to these systems threatens lives and, in some situations, lives. Even in a low risk, paperless office environment of medium size, a disruption in IT service of 60 minutes is seen as an unacceptable possibility.

As servers and storage become denser and data centres become larger, the concentration of criticality means that higher and higher standards are appropriate. Compounding the pressures, the emergence of big data and technologies that can analyse considerable data in real time is encouraging even more ambitious IT systems.

4. Upgrading data centre systems to provide increased resilience
3. Partnering with third-party data centre providers to ensure access to the absolute best facilities available in each region; each of our own facilities has an economical distance but not too distant disaster recovery pairing option
2. Earthquake strengthening older facilities
1. Expansion

Against this backdrop of increasing criticality and pressure to provide additional capacity, Datacom has been working over to strengthen our offering on the following fronts:

Kapua expansion

The Kapua data centre, which opened in February 2013, is located in one of the lowest earthquake-risk zones in New Zealand and is ideally situated as both a primary and disaster recovery site (paired with Auckland). Initial uptake of the first two data floors of 984 rack positions was brisk and soon after opening, the construction of two additional data halls was commenced. Construction was completed in June 2014 and the first of these halls is now fully fitted out and operational.

Also this year, Kapua and Orbit achieved the following independent certifications:
- TIA-942 Tier 3+ independently certified
- Uptime Institute – Management and Operations Stamp of Approval
- ISAE NZ 3402 independently certified
- PCI DSS independently certified

Neutral Ground

Datacom operates all its data centres on an open and neutral ground basis. We encourage our competitors to make use of the facilities and we provide no barriers to access. We don’t enforce any linkages between data centre occupancy and other Datacom services. Also, unlike some other centres we do not restrict the supply of telecommunication services or impose an inter-customer cross connect tax.

As a consequence of these policies, and the relatively large scale of Orbit and Kapua, we are beginning to see the establishment of cross-connected systems feeding on each other. Both these centres house multiple third-party telecommunications and cloud computing nodes, as well as Datacom’s own commercial and government network and cloud facilities. For existing and potential customers with their own equipment in these centres, this provides a raft of convenient and competitive options.

Uptime Institute Accreditation

The Uptime Institute is recognised worldwide for its data centre tier rating standard, known as Tier. Lesser known is that the Uptime Institute also provides facilities which achieve Tier certification with an onsite audit undertaken by Uptime Institute.

Data centre availability is driven by both the resilience of the infrastructure and the robustness of the surrounding processes. Importantly the Tier rating does not consider the supporting operational processes. The audit looks at operational and maintenance processes.

The audit was undertaken during July 2014 across the Orbit and Kapua data centres. Datacom achieved an almost world beating 99.999% compliance with best practice – one of the highest scores ever achieved. Orbit and Kapua are the only data centres in New Zealand and Australia to have successfully achieved this credential. Customers can be assured our processes are of the highest standard.

Abl Smith upgrades: Seismic strengthening project

We have been updating our Wellington Abl Smith Street premises to a high-level earthquake rating. The various earthquakes we’ve experienced over the last few years have not impacted this centre – the substantially increased strengthening makes us confident it is in very good shape for the future. In addition, we have elevated the two floors of office space and now have a contemporary environment to house IT/JO.

Upgrades, improvements and customer savings

Multimillion-dollar Perth upgrade

A recently completed multimillion-dollar upgrade of the Perth data centre delivers additional capacity and extends the breadth of data centre solutions that are already available to clients.

Auckland’s Orbit PUE continues to improve

We are always looking at how to make things work better. This is evidenced in the 12 month rolling PUE at Orbit, which is now down to 1.46 and below the original design target! We will keep working for ongoing improvement.

Fixed power prices at Orbit and Kapua

Following an extensive process, we are very happy to share the results of our recent power tender. Our newly negotiated contract has enabled us to reduce the average power cost across the Orbit and Kapua sites by 13 percent.

Data centres

Centre Locations:
- Auckland
- Hamilton
- Wellington
- Christchurch
- Brisbane*
- Sydney
- Canberra*
- Melbourne
- Tauranga
- Kapua
- Auckland
- Hamilton
- Wellington
- Christchurch
- Brisbane*
- Sydney
- Canberra*
- Melbourne
- Adelaide*
- Perth
- Hamilton
- Wellington
- Christchurch
- Brisbane*
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- Perth
- Kapua
**Outsourcing cuts cost for Mighty River Power**

Mighty River Power is one of New Zealand’s largest electricity companies. Its core business is based on renewable electricity generation and it is one of the world’s largest geothermal power station owners. The company operates a centralised IT department across all its divisions.

**Challenge**

Mighty River Power was relocating its Hamilton office to a new building, which meant moving the server room. The organisation decided outsourcing the service would be the best solution, providing cost savings, removing the maintenance of a dedicated server room and enabling the organisation to tap into a higher-grade facility.

**Solution**

Mighty River Power selected Datacom as its preferred partner and visited Hamilton’s Kapua data centre, the most resilient in New Zealand. The organisation found Kapua a higher-grade facility than it could build itself and the cloud-ready environment suited its needs.

Mighty River Power currently owns the infrastructure and rent rack cabinets and is achieving a range of benefits through outsourcing, including scalability and lower total cost of ownership.

**Partnership**

Mighty River Power’s project team managed the end-to-end migrating of its servers, while Datacom’s data centre team built and executed the migration plan. The great partnership resulted in Mighty River Power winning the PMNZ Public Sector Project of the Year 2013 award, with the judges particularly impressed by solid planning that ensured the project’s successful delivery.

**Technologies delivered**

Co-location services, which included the use of power, cables, network connections, rack cabinets and offline tape backup services.

**Results**

- The 12-hour move was successfully completed well within the approved change window.
- Kapua exceeded Mighty River Power’s expectations, and outsourcing provides security due to scale.
- Mighty River Power originally required an additional rack, but subsequently determined this was no longer needed and cancelled the order at no cost. This level of flexibility illustrated the immediate benefits of working with Datacom in a co-location model.
- Shifting its infrastructure to the Datacom facility has freed up staff to focus on more pertinent tasks.

“The team was extremely open and transparent to work with and they always offered practical advice – quickly. The whole way through the project – from the Kapua tour to the RFP process, to the shift into Kapua, to the bill arriving – expectations were clearly met. The project was without surprise or issue. This firmly cemented that selecting Datacom was the right decision.”

Brendan McAnnally – ICT Operations Manager, Mighty River Power

**Challenge**

Earthquakes centered around Seddon last year shook Wellington, where the Ministry of Education’s production environment was housed, prompting an audit of the resilience of its core production systems. The audit illustrated vulnerability in the Ministry’s existing data centres and disaster recovery strategy. To minimise recovery risks the Ministry released a tender to relocate critical systems to a high-grade, purpose-built data centre.

**Solution**

The Ministry chose Datacom’s Kapua Data Centre in Hamilton as its primary centre, realising the Tier 3+ facility would provide a flexible and cost-effective service, delivered by an experienced and proven IaaS provider. Datacom delivered data centre relocation services, including the use of power, cables, network connections and rack cabinets.

**Results**

- Efficient relocation to Kapua Data Centre had minimal impact on Ministry business.
- Mitigation of risks associated with existing infrastructure in Wellington.
- A more resilient service with greater flexibility and outcomes.
- Establishment of key infrastructure alongside Datacom Government IaaS services enable the Ministry to reliably support its business.

“Datacom’s managed infrastructure facility, with its energy-efficient power, earthquake proofing and security, meets all the Ministry’s requirements to reliably support its business.”

Steve Catlow – Senior Manager, Operations and Infrastructure Services, Ministry of Education

**Partnership**

Datacom and the Ministry formed a strong collaborative partnership, working closely together following a detailed implementation plan with clear roles and responsibilities, escalation paths, back-out and communication plans.
There’s never been a more dangerous time to store data, yet all of us do just that. Data of every kind grows at an incredible rate in the cloud, in the enterprise and on mobile devices.

The conventional “one-size-fits-all” product-centric approach to security simply can’t keep pace with advances in technology and the rapid evolution of threats.

Datacom Technical Security Services (DTSS) is an expert and rapid response provider of penetration testing, application code reviews, security architecture, database security and threat intelligence. It was founded by highly skilled former Australian Government Defence cyber intelligence and information security specialists.

DTSS works to mitigate and minimize risks posed by those looking to disrupt business operations, steal data of economic value or damage the reputation of a targeted organisation. We take action and provide advice before threats occur, to strengthen organisation defences, and react to incidents at short notice.

A growing part of DTSS ranges from household name publicly listed organisations through to federal, state and local government agencies.

With detailed knowledge of contemporary cyber threats, DTSS provides integrated cyber security strategies and practical technical advice ensuring valuable and sensitive business data and assets are protected across Australia.

We are a trusted partner for a number of government departments and agencies, and have proven experience in the design, delivery and continuous evolution of citizen-experience platforms. We offer a suite of services that enable government to engage efficiently and effectively with the community.

We value customer experience, innovation and contemporary technology that, with expert application, drive successful performance for organisations that desire to lead from the front.

Understanding what matters to customers is crucial to the success of our clients’ businesses. Our specialist customer intelligence services go beyond simply evaluating the customer experience to uncovering business-critical data and insights. Our aim is to provide performance-enhancing solutions that deliver quantifiable, bottom-line business benefits and improve operational efficiencies, enabling our clients to proactively strengthen their brand and reputation.

Our customer service solutions include:

- Multi-channel contact centres: in hours, after hours and 24/7 platforms
- Managed telephony services: Contact Centre as a Service (CCaaS) technology
- Campaign support: outbound advertising, product recall, mystery shopping and consumer education campaigns
- Process improvement and reengineering: business process, service design and workforce planning consultancy to drive efficiencies, continuous improvement and quality assurance
- Back-office processing: forms, applications, registrations, payroll and debt processing
- Customer intelligence solutions: customer experience analytics and social media monitoring, engagement and analysis delivering rich customer insights

We are a trusted partner for a number of government departments and agencies, and have proven experience in the design, delivery and continuous evolution of citizen-experience platforms. We offer a suite of services that enable government to engage efficiently and effectively with the community.
A lean-driven transformation

The university’s administration Campus Infrastructure Services (CIS) is responsible for 13 campuses and their 120 buildings and grounds. CIS covers building engineering, maintenance, leasing, security, car parking, lost property and building works, as well as student services.

In early 2013, CIS was suffering a negative reputation; clients considered its processes inefficient and its suppliers inaccessible. Specifically, the customer contact centre had abandon rates of more than 30 percent, repeat enquiry numbers were high, and wait times for requested services were up to three weeks.

The eight-member contact centre dealt with up to 300 enquiries per day and resolution was highly dependent on employees. With processes being slow, the CIS project team worked closely with CIS Operations Manager Kevin Duffy to identify the best staff to manage the front desk and contact centre and a system was introduced to measure efficiency and resolution rates.

Datacom walked us through each phase of the process and provided ongoing communication through regular project meetings. Their closed-loop solution offers us a great degree of flexibility and has improved the efficiency of our operations, eliminating past bottlenecks and helping us to retain key staff.”

Kevin Duffy – CIS Operations Manager, Sydney University

Solution

The Datacom project team worked closely with CIS stakeholders to fully understand their contact centre requirements; reviewing processes, procedures and existing data. Problem areas and customer needs were identified in order to improve business effectiveness and efficiency, as well as the capability to strive for innovation and integration with technology.

In a vote of confidence in the CIS contact centre, 40 percent of the venues services workload was successfully incorporated with no increase in headcount. This has freed up venues staff to focus on increasing venue occupancy rates, which is forecast to generate $80 million per annum for the University.

Employees have reported increased job satisfaction due to greater knowledge and capabilities to self-resolve issues – this is supported by the retention of all employees identified as desired talent.

“Datacom went out of their way to understand how Sydney University CIS services work and how they could best support the business. The result has been a collaborative team effort. Datacom walked us through each phase of the process and provided ongoing communication through regular project meetings.”

Kevin Duffy – CIS Operations Manager, Sydney University

Ministry for Primary Industries overhauls its contact centre services

The Ministry for Primary Industries (MPI) was created following the amalgamation of Ministry of Agriculture and Forestry, Ministry of Fisheries, and the New Zealand Food Safety Authority.

Challenges

MPI's vision is clear: to grow and protect New Zealand by maximising export opportunities for the primary industries, improving sector productivity, increasing sustainable resource use, and protecting New Zealand from biological risk.

Bringing three agencies together brought some significant challenges as MPI sought to upgrade its customer service through streamlining its process to one single point of contact; providing a consistent experience. MPI wanted to build stronger relationships with its partners and improve the experience of those using its General Enquiries service. On average, the General Enquiries channel handles 2000 to 4000 calls per month; this was high as the area the ministry had targeted for improvement.

MPI sought a partner that could offer a high level of technical expertise cost effectively, and operate across multiple locations with 24/7 service delivery.

Solution

MPI evaluated providers on their ability to understand the Ministry’s service requirements; their reputation in the market, technical expertise, multiple-site organisation, cost structure, and management personnel structures. Datacom Connect came out on top. Datacom began working with MPI during the first half of 2013. As part of the voice-only service delivered by Datacom, all MPI general enquiries phone calls are routed to Datacom’s interactive voice response (IVR) call-routing solution, which delivers a consistent experience.

The service went live to callers in early June 2013, at first accessible only during business hours. This was extended to a 24/7 service when Datacom Connect also took over the provision of MPI’s Exotic Pest and Disease service in March 2014. This service enables members of the public and industry experts to report anything suspicious relating to animal, insect, plant or marine pests or diseases.

Datacom offered an expert and customer feedback, and had input into maintaining the currency of a client-developed, shared knowledge base.

“Datacom ranked highly in understanding our requirements, and have been responsive to any plans, changes or enhancements we looked to implement. The General Enquiries service has been excellent and has met agreed SLAs.”

Tim Grace - Team Leader MPI Customer Enquiries

Partnership

Datacom offered MPI an open and supportive relationship by demonstrating quick and efficient response times. Datacom’s communications focused allowed MPI to have accurate information where possible and be flexible to changes as the situation required. MPI was keen to be involved in ensuring the contact centre was equipped with the correct levels of knowledge and understanding, and the contact centre was supported through the establishment of an MLP customer enquiries team. This team was a second-tier support to the contact centre. These two teams provided a seamless service in the way they supported the customer. The shared aim is to ensure that if an enquiry needs to be passed between organisations, it is done in such a seamless way the customer will not be able to tell.

“Datacom demonstrated special awareness of our requirements, and planned changes or enhancements to the service.”

Tim Grace - Team Leader MPI Customer Enquiries
Customers win with contact centre partnership

The Queensland Building and Construction Commission (QBCC) was established in 2013 as the state’s industry regulator, replacing the Building Services Authority. A statutory body, the QBCC is part of the portfolio of the Minister for Housing and Public Works. As construction is one of the four pillars of the Queensland economy, the Commission has an important task in serving customers, contributing to economic growth and regulating the industry.

Challenge

Based on increasing customer demands, the QBCC was keen to expand their contact centre operations to open on a 24/7 basis. This was necessary to help ease office hours volume and provide better customer service. With this in mind, they wanted to tender early in 2014.

Solution

After winning the tender, Datacom and QBCC quickly developed a tailor-made 24/7 customer experience solution that enabled the launch of a shared client platform – this includes all payment transactions, allowing contractors and home owners to receive licences and raise insurance at a time that suits them. The project was delivered seamlessly and smoothly, without any reduction in service.

Partnership

During their eight-year relationship with the state regulator, Datacom has provided hosting, infrastructure and management services. By leveraging our longstanding partnership, we were able to ramp up a 24/7 solution for QBCC in a very short space of time.

Steve Griffen – QBCC Commissioner

Social media monitoring solution provides the Australian Energy Market Operator with valuable strategic industry and customer insights

The Australian Energy Market Operator (AEMO) plays an important role in supporting the energy industry in Australia to deliver a more integrated, secure, and cost-effective national energy supply. AEMO operates the energy markets and systems and also delivers planning advice in eastern and south-eastern Australia.

Challenge

AEMO was interested in the potential adoption of Social Media as a communications, relationship building, and community management channel for their internal and external stakeholders. Their objective in this situation was to identify the best way to build an overarching Social Media strategy, through gaining better understanding of the existing industry digital landscape and capturing the online public perception of the AEMO brand across a range of social networks including Facebook, Twitter, Forums, Blog, and others.

Solution

AEMO approached Datacom to perform a full spectrum independent Social Media audit that both captured information stated above and provided in-depth insights, and recommendations on how to approach an effective overarching Social Media strategy build.

Datacom mapped and planned a comprehensive approach in order to capture a 360-degree view of their social presence. The audit helped Datacom gain a deep understanding of their online brand equity, key industry influencers, and sentiment towards the brand. Datacom also performed comparative analysis of AEMO against international and domestic like-minded organisations in Social Media. Based on this audit, Datacom was able to provide AEMO with tactical and strategic considerations to help educate the way forward. These findings have helped key members of the AEMO Communication & Corporate Affairs team build a business case to encourage the potential for a deeper Social Media adoption across the organisation.

Result

As an organisation that continues to evolve and adapt, AEMO need to continually provide value to our stakeholders. AEMO engaged Datacom to provide an audit on our social online landscape to see how we can continue to add value within a constantly changing energy landscape. The final report was of a high quality and recommendations were clear.

Joe Adam – Group Manager, Communication & Corporate Affairs at AEMO

Dell uses Parallels Automation Managed Support Services

In January 2011, a competitive process culminated in the selection of Datacom as a support services provider on behalf of Dell. While the company began working in conjunction with Parallels’ own support team, 2012 saw the launch of its Parallels Automation Managed Services offering. The first customer of this new service was Dell, one of the largest PC vendors in the world, with considerable cloud-based services.

Challenge

As part of an ongoing process to move services and popular applications to the cloud, Microsoft launched Office 365 in mid-2011. Dell soon considered adding Office 365 to its own cloud services lineup. “I managed the launch of Dell Office 365, and it was my job to get a syndication platform to provision the software,” says Bastien Casset, Dell’s Programme Manager for Dell Office 365.

“We looked at the cost of implementing a solution and at speed to market. Although we compared several solutions, Parallels was the fastest and most cost-effective option for us. It also came highly recommended by Microsoft.”

Dell committed to using Parallels Automation to connect with publisher partners and provide a customer interface for subscription management and self-service provisioning; However, this created a new business challenge for Casset and his team.

Parallels Automation is a platform to automate and simplify cloud service delivery. “With Parallels Automation, we’d found a solution that could sit at the centre of our third-party subscription provisioning model,” says Casset. “It could handle all the provisioning and all the management. The business could not operate without it. But, since this was a third-party solution, we knew from the outset that Dell had to not support it directly.”

To get the most from Parallels Automation and maintain continuity of this critical platform, Dell needed a capable and experienced support services provider.

Technologies delivered

- Parallels Automation

- Parallels Automation Managed Support Services from Datacom

Result

- Datacom’s managed services allow Dell to concentrate on core business activities
- Dell remains in control of the entire solution
- Dell could focus on the business decisions and go-to-market activities associated with launching cloud services, with absolute confidence the technology would be there to support them!

The Parallels Automation managed services package includes technical engineering support for the platform, business engineering support to provide new and updated cloud services, change management services to retain old functionality while introducing new elements, and ongoing monitoring and alerting. Datacom was recently tasked with moving Dell’s entire environment to a new location. This involved migrating large virtual machines without putting stability and data integrity at risk. Datacom completed this process in under 10 days. “The migration of Dell Office 365 for us was really fast, given the size of our VMs,” says Casset.

With the proven abilities of Parallels Automation and the extensive support of Datacom, Dell launched its syndicated Microsoft Office 365 offering with great success. “Parallels Automation offers all the features we need, including provisioning, billing, and account management,” says Casset. “Meanwhile, Datacom is a dedicated support provider who can manage the entire platform so Dell IT is not involved.”

The success prompted Dell to ask Datacom to provide additional services, including a small outbound sales team. Integrating sales, support and management activities in one team has led to a boost in Office 365 license sales of approximately 15 percent.

“Today, we are 100 percent dependent on Parallels and Dell to provide a great experience to our customers,” adds Casset. “We recommend Parallels Automation to anyone looking to resell cloud solutions, and Datacom to anyone who needs professional, proactive support.”

“Dell is always willing to help with these important projects, and helps us on a day-to-day basis by staying on top of software updates at Parallels and Microsoft.”

Bastien Casset – Programme Manager Dell Office 365, Dell

Technologies delivered

- Parallels Automation

- Parallels Automation Managed Support Services from Datacom

Partnership

Datacom’s ability to support to complete, comprehensive, and proactive. “We do whatever is required to manage the environment effectively,” says Datacom’s Clark Hobson, “To Dell, this includes assistance in provisioning cloud services and maintaining performance, resolving any technical issues that may arise, and extending support to Dell’s customers.” Dell’s reliance on Datacom is evident from our commitment to them.
Payroll and Human Capital Management

Today, organisations require innovative services that enable market differentiation, and ultimately transform the way in which business creates sustained value for all stakeholders.

Datacom understands that services need to be dynamic, pre-emptive and scalable and that smart and practical technology can drive efficiency while meeting the evolving customer expectations.

Datacom’s first-class Payroll and Human Capital Management services leverage our expertise and economies of scale to help drive operational excellence.

We write our own software and run our own systems locally in Australia and New Zealand. We run the payroll for thousands of organisations and have a solid understanding of local requirements and regulations.

Our software developers continuously improve on our payroll applications; this ensures that every time you connect to ours, you will be using the latest version of our software.

We have the ability to apply fresh thinking to complex payrolls, with excellence in:

- Delivering cost and service efficiencies for back-office HCM/payroll
- Interpreting awards and collective agreements based on our detailed understanding of industry rules and precedents
- Implementing, maintaining and supporting payroll services for a wide range of industries

Datacom understands that services need to be dynamic, pre-emptive and scalable.

Icebreaker reduces costs by outsourcing payroll

As the New Zealand brand that pioneered outdoor merino wool apparel, Icebreaker has been evolving to become a multi-channel integrated business with 18 company-branded retail stores, over 4000 wholesale customers, direct eCommerce and over 400 employees worldwide. Sales have tripled in the last six years with sales projected to exceed $200m in 2014, with 80 percent of these sales now in Europe and North America. The company is committed to a business model that doesn’t put profits ahead of the environment and is seeking to double sales within the next five years through global expansion across all channels.

Challenge

About four years ago, Icebreaker was set up to operate as eight relatively independent country-based teams supported by a small global head office in Wellington, NZ and a design and online hub in Portland, Oregon, USA. The company was starting to contemplate regionalisation to gain operational efficiencies and enable greater investment in its direct-to-consumer channels. The primary focus for the small Wellington-based global human resources team was a single minded one: to align and streamline paper based and resource intensive human resources processes across the global network and create a platform for growth.

As an important part of this objective, they began to consider how best to outsource the processing of their New Zealand payrolls to reduce the error rates and costs. Their in house small business payroll system solution was outdated with limited reporting. They wanted to leverage the benefits of online employee and manager self-service, including online leave management.

Solution

Icebreaker chose to partner with Datacom and signed up to a managed service for their three fortnightly NZ payrolls, including two salary based payrolls and an hourly rate retail payroll. With a smooth transition to the EasiPay solution and a positive response from the team, it was a straightforward and logical decision to bring their Australian payroll processing from a competitor to Datacom when Datacom expanded their EasiPay payroll offering a year or two on to cover all states in Australia.

This decision was also well timed with Icebreaker’s decision to regionalise finance for their New Zealand and Australian markets. The responsibility for coordinating the Australian payroll which had previously sat with the Australian Finance Manager was easily integrated into the responsibilities of the existing Global HR Payroll & Systems Coordinator located in Wellington.

This was a definite case of the right timing. Datacom Payroll had a team of developers that were rapidly building the Australian legislative requirements into the existing DataPay and EasiPay products.

Icebreaker agreed to work with the timeline of Datacom Payroll and was one of five clients involved in the pilot phase of the project, which went live in July 2010.

Icebreaker’s in-house small business payroll system solution was outdated with limited reporting. They wanted to leverage the benefits of online employee and manager self-service, including online leave management.

Results

They also report the following positive outcomes:

- Better control of payroll with one person now spending about 10% of their week coordinating both the New Zealand and Australian payrolls.
- Cost saving as a result of the reduced workload for both the human resource and finance teams.
- Online leave request approval process.
- Cost saving as a result of the file upload functionality as well as access to payroll expertise.
- Happier employees as they can now access their payroll information through the self-service portal at their own convenience (including pay slips and leave balances).

Technologies delivered

Outsourced EasiPay payroll with employee and manager self-service.

Partnership

Datacom’s consultant worked closely with the Icebreaker team to understand the complex requirements that Icebreaker needed to comply with for retail staff, and to ensure the DataPay system was set up correctly to pay their team in accordance with the Australian Retail Award requirements.

Datacom’s relationship with Icebreaker was strengthened by the process of working together to achieve the desired goal – a centralised, pragmatic and hassle-free payroll solution.

“We’re really happy with our consultant and the support that we’ve received from Datacom. It’s great dealing with a local company that can provide cost-effective payroll services for both our New Zealand and Australian teams in an easy-to-use system. Our managers, with people in both countries, also really appreciate having only one system to learn and I’m particularly grateful for our consultant’s dedication to helping us navigate the complexities of both the New Zealand and Australian payroll environments.”

Emma Ludwigsen – Global Head of HR Services, Icebreaker

Technologies delivered

Outsourced EasiPay payroll with employee and manager self-service.

Partnership

Datacom’s consultant worked closely with the Icebreaker team to understand the complex requirements that Icebreaker needed to comply with for retail staff, and to ensure the DataPay system was set up correctly to pay their team in accordance with the Australian Retail Award requirements.

Datacom’s relationship with Icebreaker was strengthened by the process of working together to achieve the desired goal – a centralised, pragmatic and hassle-free payroll solution.
Eagle Air enhances payroll system

Eagle Air is a wholly-owned subsidiary of Air New Zealand and operates on its domestic route network. Eagle Airways connects thousands of people across New Zealand with more than 300 flights per day, and employs more than 240 staff.

**Challenge**

Eagle Air was faced with a legacy payroll system. Additional pressures from specialist support and maintenance agreements for the hardware and software meant that business continuity was at risk. Eagle Air needed to upgrade its payroll system while ensuring minimum disruption to daily business activity. To assist, Datacom provided end-to-end strategies to avoid impact to functions outside of payroll processing.

**Solution**

Datacom’s pre-existing relationship and proven record of payroll solutions, meant that Eagle Air could seamlessly migrate to the DataPay solution. Our project team handled 96 percent of all activities, involving client approval and training. Data migration, validation and testing were completed in the background of normal business activities, allowing Eagle Air to operate seamlessly.

DataPay is date-effective and provides access to data changes in real-time. This provides the client with instant access to results and improves our support capability, by being able to review live scenarios and provide step-by-step guidance.

**Technologies delivered**

- Payroll Application - DataPay

“Datacom are a proactive payroll system provider with a reliable and quick service who have demonstrated a very good understanding of our business.”

Marty Vincent - Finance Manager, Eagle Air

**Partnership**

Eagle Air wanted minimum disruption to business. We took the entire project on board, from start to finish, so they could focus on the day-to-day and not worry about payroll or the project.

Eagle Air enhances payroll system

Partners Life has undergone rapid growth since its inception in 2010. Partners Life insurance offers a wide range of products for individuals and businesses. This growth means that Partners Life must continually review its requirements, Datacom built a payroll/HRIS system using the Cloud platform.

Following a rigorous analysis and design process, including the configuration of role descriptions and entitlements, payment components, payroll authorisation processes and reporting requirements, Datacom built a payroll/HRIS system using DataPay, DataESS and DataHR.

The solution was demonstrated as part of our two-day training programme, covering all aspects of payroll, ranging from the creation of a new employee through to finalising a timesheet, which provided Partners Life with a well-structured process.

**Result**

- Easy access to removal needs to use Citrix as an access point to payroll
- A simplified report writing interface using drag and drop features means report writing is no longer the domain of SOIL proficient users
- Improved internal communications. Staff don’t need to read internal payroll memos to confirm annual salary for bank loan applications; this is now available on-line
- Better response times as employees are now able to get customised information when required
- Time is saved with online services. Employees have access to their own information, and can bypass payroll staff for details such as IRD numbers, and bank account information
- The DataPay solution is compliant with statutory legal and taxation requirements so the client is not required to make additional changes.

**Technologies delivered**

- Payroll Application - DataPay

“We received excellent support from Datacom and the implementation process was seamless.”

Allan Hamilton - HR Administration Manager, Partners Life

**Partnership**

Datacom became a key part of the Partners Life team from the outset by being involved in the design, build, testing and implementation phases of the project. Our ability to offer a flexible solution ensured we designed a service that would work for Chorus.

Datacom has approximately 1.8 million lines connecting homes and businesses and is responsible for installing most of the government’s Ultra-Fast Broadband (UFB) fibre network. By June 2014, approximately 260,000 premises and 355,000 end users were within reach of a UFB connection.

**Challenge**

Over the past several years the telecommunications industry has undergone significant transformation, including the ongoing rollout of the UFB network and the separation of Chorus from Spark (previously Telecom New Zealand). This separation included a transitional agreement for certain systems and services, which provided Chorus with time to establish its own capabilities. With the agreement ending, Chorus needed to implement its own payroll system, while ensuring minimal disruption to the business. Recognising the minimal risk of outsourcing, Chorus sought a service provider with expertise in payroll solutions.

**Solution**

Datacom was chosen as the preferred outsourcing partner because of its pre-existing relationship with Chorus and for its experience and knowledge in payroll solutions. We worked together to deliver a flexible and customised solution which would address the immediate requirements of Chorus’ newly de-merged operations.

Chorus implemented its preferred payroll system and developed and to-end processes to deliver a fully integrated Enterprise Resource Planning (ERP) solution.

Datacom worked alongside Chorus during all phases of the project to support the migration, validation and testing of the new payroll system and processes. Datacom now operates from 8.30am to 5.00pm support service for the fortnightly payroll. Now transitioned, Chorus continues to pay all of its employees accurately and reliably without interruption.

**Result**

- Seamless transition from Spark’s payroll system to Chorus’ own payroll system operated by Datacom
- The solution allows Chorus to take full advantage of our specialised outsourced payroll resources while retaining full control of its data and processes
- The turnaround and response times that Datacom provides ensure Chorus’ data is accurate and up-to-date
- Ease of communication between the human resources and payroll teams allows Chorus to provide a high standard of service to employees for any pay related queries

**Technologies delivered**

- The payroll platform used is SAP
- Datacom (ITM) is providing Chorus with infrastructure and network support, including application development, support and services

**Partnership**

Datacom become a key part of the Chorus project team from the outset by being involved in the design, build, testing and implementation phases of the project. Our ability to offer a flexible solution ensured we designed a service that would work for Chorus. Our strong collaboration built trust and a real sense of working together to achieve a common goal.

“Datacom has been one of the most professional and flexible suppliers to Chorus. They have demonstrated a very good understanding of our business.”

Rayken Tullery - EHR Specialist HR, Chorus

**CASE STUDY: Payroll**

**INDUSTRY:** Aviation

**CASE STUDY: Payroll**

**INDUSTRY:** Telecommunications

**CASE STUDY: Payroll**

**INDUSTRY:** Insurance

**CASE STUDY: Payroll**

**INDUSTRY:** Telecommunications

Payroll upgrade supports Partners Life expansion

Partners Life insurance has undergone rapid growth since its inception in 2010. The company currently supports 152 staff, with brokers working throughout New Zealand.

**Challenge**

An outdated payroll could not support the company’s unprecedented growth. With limited reporting functionality, poor user-friendliness and the manual processing of timesheets, Partners Life sought a system with the capabilities to meet its requirements.

**Solution**

Datacom’s Payroll solution was highly recommended to Partners Life. Since early 2005 we have been collaborating with Partners Life to simplify Human Resources (HR) and payroll activities. Following a rigorous analysis and design process, including the configuration of role descriptions and entitlements, payment components, payroll authorisation processes and reporting requirements, Datacom built a payroll system using DataPay, DataESS and DataHR.

The solution was demonstrated as part of our two-day training programme, covering all aspects of payroll, ranging from the creation of a new employee through to finalising a timesheet and generating reports. This new system makes the wages, recording and reporting of employees information straightforward. The Datapay timesheet import functionality expedites the accurate processing of anyone payroll, and the custom report writer built into DataPay allows Partners Life to efficiently create ad-hoc and standard reports.

**Result**

- Staff empowerment and better response times in the application and approval of leave requests with ESS
- Payroll software never needs updating – every time Partnuer Life accesses cloud based DataPay, DataESS or DataHR, it accesses the latest version of this software
- Local timesheets, which contain data for all employees, are imported in one batch making payroll processing effortless
- Improved and efficient reporting via the system report writer and its drag and drop functionality
- Easy access to Datacom support team

- Using DataHR functionality, employers can record work-related performance in a format that is used in updating employment contracts and keeps Partners Life in compliance

**Technologies delivered**

- Payroll application - DataPay, DataESS and DataHR

“We received excellent support from Datacom and the implementation process was seamless.”

Allan Hamilton - HR Administration Manager, Partners Life

**Partnership**

A high level of information and engagement with Partners Life enabled Datacom to provide a solution that supports expansion. As business continues to grow, Partners Life is well served by the DataPay support team for day-to-day queries. DataPay, DataESS and DataHR are cloud based and offer more data, allowing Partners Life access to the latest functionalities.
At Datacom, we are committed to making a meaningful contribution to communities and recognise the interests of stakeholders beyond our shareholders – the broader community.

We seek to do this through the support of cultural and educational institutions and charities, via financial grants, in-kind donations, sponsorships and through supporting the volunteer activities of our employees. We encourage our team members to become actively involved in their local communities.


Beyond our CSR partnerships in local communities, Datacom supports higher achievements in every aspect of the economies in which we operate. We do this through the efficient application of IT and creation of sustainable employment for more than 3660 people.

Datacom’s Group 2014 investment in the community was NZ$782,828.

Datacom in the community

$783,000
2013 contribution NZD

Special Olympics adapts mobile solution

Special Olympics is dedicated to supporting people with intellectual disabilities of all ages to reach their full potential through regular sports training and quality competition.

Founded by Eunice Kennedy Shriver in 1963, the global Special Olympics movement supports more than four million athletes in 170 countries. It has a vast network of volunteers and delivers in excess of 44,000 competitions annually.

In Australia, Special Olympics has been transforming the lives of people with intellectual disabilities since 1978.

Challenge

In mid-2013, Special Olympics Australia approached Datacom looking for a way to assist friends, family and supporters to interact easily and more closely with the athletes.

Solution

Datacom utilized their skilled volunteering hours to develop a mobile solution for Special Olympics Australia. This solution provides access to information for the general public on the organization, as well as ways to donate, engagement opportunities, and profiles of competing athletes.

This information is readily accessed over a mobile phone and is a conduit during peak periods of interaction, such as during major Special Olympics Australia competitions.

Solution

Developing an app is a challenging task, especially as the development team in Kuala Lumpur had to work with a tight deadline and budget. The solution consisted of a mobile app (available through Apple’s App store) along with a mobile content server that allows Special Olympics to easily change content without the need for timely and expensive developers.

Additionally, our charitable support for Special Olympics includes donating our corporate box at the Sydney Olympic Park Athletics arena to be used as an auction item for fundraising events, workplace donations and awareness raising activities through our national conference.

Result

By working in tandem with Special Olympics and maintaining close stakeholder management throughout the process, Datacom was able to deliver a flexible and agile solution.

Launched in December 2013 around the Special Olympics Asia Pacific Games in Australia, the solution consists of the app (available through Apple’s App store) along with a mobile content server that allows Special Olympics to easily change content without the need for timely and expensive developers.

Additionally, our charitable support for Special Olympics includes donating our corporate box at the Sydney Olympic Park Athletics Arena to be used as an auction item for fundraising events, workplace donations and awareness raising activities through our national conference.

“Datacom’s development team in Kuala Lumpur provides services for the development of the CRM system and geo-mapping of volunteers used by the contact centre. The geo-mapping tool has improved the efficiency of identifying volunteers to support a required session by targeting available volunteers within a 20 km radius of their home and work.”

“Gail de Raadt – National Business Partnerships Manager Special Olympics Australia”

ThinkUKnow educates to combat cyber-bullying

ThinkUKnow educates police, teachers and parents to reduce the risk of children online being bullied through the ThinkUKnow programme.

Challenge

One in five young Australians aged 11-17 experiences cyberbullying each year, according to new research commissioned by the Australian Federal Police. The program is an essential interactive training opportunity for parents, teachers and law enforcement and is an excellent example of what can be achieved when law enforcement and industry work together to ensure that the online space is safe and secure.

The ThinkUKnow programme involves videoconference presentations to schools, with 72 percent of schools reporting at least one incident of cyberbullying in 2013.

Solution

The ThinkUKnow programme works to educate parents, teachers and children about the risks faced online and provide help in creating a safer online experience for young people. It was developed in partnership with the Australian Federal Police, Microsoft Australia and Datacom and since the programme commenced in 2009, more than 26,000 presentations, for parents, teachers and community members have been conducted.

ThinkUKnow educates police, teachers and parents to reduce the risk of children online being bullied through the ThinkUKnow programme.

Result

ThinkUKnow shows parents and children how to open the lines of communication and discuss the dangers of the internet. This programme is an essential interactive training opportunity for parents, teachers and law enforcement and is an excellent example of what can be achieved when law enforcement and industry work together to ensure that the online space is safe and secure.

This programme is an essential interactive training opportunity for parents, teachers and law enforcement and is an excellent example of what can be achieved when law enforcement and industry work together to ensure that the online space is safe and secure.

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The programme is an essential interactive training opportunity for parents, teachers and law enforcement and is an excellent example of what can be achieved when law enforcement and industry work together to ensure that the online space is safe and secure.

“We greatly appreciate Datacom developing the app. Their proficient management and dedication throughout the entire project resulted in a product that exceeded our expectations.”

The Hon. Michael Kennan MP at a ThinkUKnow Perth event this year.
Datacom supports ‘Generation Tech’

Challenge

The IT industry in New Zealand has a significant constraint – the sector is quickly scaling, but the pipeline of young New Zealanders who view IT or computer science as a desirable career is limited.

It is essential that there is a rapid cultural and educational shift; the industry is looking at a significant skills shortage and Datacom has focused on addressing this growth limitation as a way to contribute to a higher-achieving tech sector and New Zealand economy.

In the 2014 academic year we implemented a programme of teaching IT in Auckland schools. The objectives were to test where it is possible to improve the quality of teaching and learning in schools, and to lift the profile of IT as a profession in the minds of students while they are forming views about their careers.

Solution

Datacom's IT in Schools initiative is in its pilot phase. One of our highly skilled staff teaches after-school classes in six Auckland schools, with some of Datacom's young software developers acting as teaching assistants.

Students who attended the after-school classes had significantly better results than the 2013 average for the same Programming and Planning standards. In the Level 1 Programming course, for example, failure rates in all schools averaged 34.2 percent. In the six schools Datacom was involved in, the non-pass rate was cut by two thirds to 10.3 percent. Students were also more likely to achieve grades of Merit or Excellence in the Datacom-led classes.

Key here was self-determination by the school and we have provided a jump-start so teachers can then go on and teach these subjects with assurance.

Results

- 83 classes run across three school terms
- 145 hours of volunteer time
- Nine Datacom volunteers involved
- Six schools – Marist, Lynfield, Long Bay, Auckland Girls’ Grammar, St Mary’s, Mt Roskill
- 10 teachers upskilled
- In its inaugural year the students’ grades exceeded the Auckland average
- The programme is set to be expanded from six to 12 schools in 2015

Partnership

Schools have a relationship of trust and confidence with their families, but keeping up with technologies and opportunities is very hard for schools. If schools don’t signal that IT is as challenging and rewarding as engineering, science and law, New Zealand won’t have enough bright, motivated young people to help maintain and grow its burgeoning ICT sector. Datacom’s long-term commitment to supporting the education sector is one that is based on trust, and one where engaging with young people and their families makes the difference.

CASE STUDY: Corporate Social Responsibility

We work to be a force for good in the communities in which we operate

@ Heart - Red Cross - Queensland Animal Welfare League - Auckland City Mission - AUT Foundation - Cancer Council - Western Australia
- Canteen - Jeans for Genes - Conservation Volunteers Victoria - CREST - Cure for Life Foundation
- Department of Conservation - Endeavour Week - Fight Cancer Foundation - Foodbank Volunteer Day
- Bunong Scholarship Fund - Guide Dogs Australia - Homeless Services Ltd - Hunting Service
- Institute of IT Professionals - World’s Greatest Shave
- Pelican and Seabird Rescue - Cancer Society Queensland Theatre - RSPCA - NSW Bush Fire Appeal
- Special Olympics AU - Special Olympics NZ - Starlight Foundation - Starship Foundation - ThinkUKnow - Victoria University - Westpac Rescue Helicopter Trust Leadership for Life - Yellow Eyed Penguin Trust
**Datacom 50 years in the making**

1962
First minicomputer
Lincoln Laboratory builds the UNIVAC, to the great interest of the scientific community. It is widely accepted as the first minicomputer.

1963
Digital releases PDP-5
Digital (DEC) releases a stripped-down version of the basic UNIVAC to produce the PDP-5, which was too cheap for the time at US$27,000. While only 116 were produced, the PDP-5 would lead to a number of better known computers.

1965
KCL 800 series computers
KCL 800 series released. The 802 was the first minicomputer ordered by Datacom from International Computers and Tabulators, one of the few non-American competitors to IBM.

1969
Datacom founded
Young accountant Paul Hargreaves founds Datacom in Christchurch, along with the late Dr Bernard Battersby. The company is then called Computer Bureau Limited. A group of clients put up £100,000 capital for the company and an order was placed for an IBM 1620 computer, which doesn’t arrive in New Zealand for a year.

1970
Expansion into Wellington
The company becomes CBL and expands into Wellington.

1971
Commercial microprocessors
Intel revolutionises computing by releasing the first commercial microprocessors, making computers smaller and faster.

1983
CBL becomes Datacom
Datacom brings Oracle database technology to New Zealand. Datacom introduces the technology to the NZ Dairy Company – new Fonterra.

1989
Frank Stephenson becomes CEO
Datacom director of new firm, Frank Stephenson, is appointed CEO.

1990
First large outsourcing contract
Datacom signs its first large outsourcing contract in Auckland with Telecom Directories.

1992
Datacom Wellington absorbs NZ Post’s IT department
This is Datacom’s first large outsourcing deal in Wellington and involves staff numbers by 50.

1994
Datacom opens its first office in Australia
Opening in Sydney expands NZ-based services to Sydney.

1996
Expansion into Asia
Datacom builds contact centres in Malaysia, Philippines, Singapore, Indonesia and Thailand.

1997
Datacom’s first managed services contract in Australia
The contract is signed with P&O Services, with a large part of services delivered from New Zealand.

1999
Commercial microprocessors
Oracle releases the first commercial SQL relational database management system.

2000
Cloud payroll roll out
Datacom launches Naylor in its first cloud payroll product in New Zealand.

2002
Oracle acquired by CBL
Datacom merges with CBL, competing services and staff payroll and facilities management divisions.

2003
Expansion into the Philippines
Datacom launches its first PHP operation in the Philippines.

2004
Microsoft launches Windows 1.0

2006
Datacom introduces Windows LO
Microsoft launches Windows 1.0

2008
Oracle offers the first commercial SQL relational database management system.

2009
Datacom NZ CEO Greg Davidson and team signing the New Zealand Defence Force contract

2010
Apple launches the first iPhone
The release of the first iPhone, which quickly becomes one of the biggest product categories in consumer technology.

2011
Datacom launches Netpay, its first cloud payroll product

2012
Datacom signs its first large outsourcing contract
Datacom signs its first large outsourcing contract in Wellington with Telecom Directories.

2013
Datacom Wellington absorbs NZ Post’s IT department
This is Datacom’s first large outsourcing deal in Wellington and involves staff numbers by 50.

2014
Apple launches the first iPad
Apple launches the first iPad and popularises tablet computing.

2015
Microsoft launches Windows 1.0

2016
Datacom acquires Victoria business
Datacom acquires a specialist human capital management and SAP consulting business in Victoria, which enhances our enterprise people, payroll and talent management portfolio in the region.

2017
Datacom acquires a 20% stake in health informatics company SmartWard; its software solution is designed to save medical professionals time and increase patient care.

2018
Datacom acquires a 20% stake in health informatics company SmartWard; its software solution is designed to save medical professionals time and increase patient care.

2019
Datacom acquires a 20% stake in health informatics company SmartWard; its software solution is designed to save medical professionals time and increase patient care.

2020
Datacom acquires a 20% stake in health informatics company SmartWard; its software solution is designed to save medical professionals time and increase patient care.

2021
Datacom acquires a 20% stake in health informatics company SmartWard; its software solution is designed to save medical professionals time and increase patient care.

2022
Datacom acquires a 20% stake in health informatics company SmartWard; its software solution is designed to save medical professionals time and increase patient care.

2023
Datacom acquires a 20% stake in health informatics company SmartWard; its software solution is designed to save medical professionals time and increase patient care.

2024
Datacom acquires a 20% stake in health informatics company SmartWard; its software solution is designed to save medical professionals time and increase patient care.

2025
Datacom acquires a 20% stake in health informatics company SmartWard; its software solution is designed to save medical professionals time and increase patient care.
**DATACOM GROUP LIMITED**

**FINANCIAL SUMMARY**

For the year ended 31 March 2014

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</table>

A summary of Datacom’s financial position is provided in these pages, without the accompanying notes that form part of the full financial statements.

CONTINUING OPERATIONS

<table>
<thead>
<tr>
<th>Item</th>
<th>2014 $000</th>
<th>2013 $000</th>
<th>2014 $000</th>
<th>2013 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sale of goods</td>
<td>299,062</td>
<td>336,573</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Rendering of services</td>
<td>557,134</td>
<td>526,037</td>
<td>937</td>
<td>834</td>
</tr>
<tr>
<td>Rental income</td>
<td>247</td>
<td>278</td>
<td>383</td>
<td>1,750</td>
</tr>
<tr>
<td>Other revenue (4(a))</td>
<td>3,892</td>
<td>3,333</td>
<td>21,997</td>
<td>16,843</td>
</tr>
<tr>
<td><strong>REVENUE</strong></td>
<td>860,335</td>
<td>866,221</td>
<td>23,317</td>
<td>18,427</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>(330,714)</td>
<td>(346,380)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>GROSS PROFIT</strong></td>
<td>529,621</td>
<td>519,841</td>
<td>23,317</td>
<td>18,427</td>
</tr>
<tr>
<td><strong>OTHER INCOME</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(4(b))</td>
<td>19,467</td>
<td>3,618</td>
<td>1,728</td>
<td>272</td>
</tr>
<tr>
<td>Employee benefits expense (4(c))</td>
<td>(390,901)</td>
<td>(365,600)</td>
<td>(2,308)</td>
<td>(2,196)</td>
</tr>
<tr>
<td>Other expenses (4(d,e))</td>
<td>(91,531)</td>
<td>(102,934)</td>
<td>(1,875)</td>
<td>(2,357)</td>
</tr>
<tr>
<td>Finance costs (4(f))</td>
<td>(3,421)</td>
<td>(4,173)</td>
<td>(747)</td>
<td>(1,826)</td>
</tr>
<tr>
<td>Share of profit of an associate</td>
<td>312</td>
<td>153</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fair value gain on investment in associate at time of business combination (20(c))</td>
<td>1,251</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>PROFIT FROM CONTINUING OPERATIONS BEFORE INCOME TAX</strong></td>
<td>64,672</td>
<td>50,905</td>
<td>20,091</td>
<td>12,320</td>
</tr>
<tr>
<td>Income tax expenses (5)</td>
<td>(11,258)</td>
<td>(14,093)</td>
<td>317</td>
<td>1,865</td>
</tr>
<tr>
<td><strong>PROFIT AFTER TAX FROM CONTINUING OPERATIONS</strong></td>
<td>53,414</td>
<td>36,812</td>
<td>20,091</td>
<td>12,320</td>
</tr>
</tbody>
</table>

OTHER COMPREHENSIVE INCOME

<table>
<thead>
<tr>
<th>Item</th>
<th>2014 $000</th>
<th>2013 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreign currency translation gain/(loss)</td>
<td>(2,361)</td>
<td>(1,662)</td>
</tr>
<tr>
<td>Income tax effect</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>NET OTHER COMPREHENSIVE INCOME TO BE RECLASSIFIED TO PROFIT OR LOSS IN SUBSEQUENT YEARS</strong></td>
<td>(2,361)</td>
<td>(1,662)</td>
</tr>
<tr>
<td>Other comprehensive income not to be reclassified to profit or loss in subsequent years</td>
<td>(338)</td>
<td>1,254</td>
</tr>
<tr>
<td>Revaluation gain/(loss) on land and buildings (338)</td>
<td>1,254</td>
<td>-</td>
</tr>
<tr>
<td>Income tax effect</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net other comprehensive income not to be reclassified to profit or loss in subsequent years (338)</td>
<td>1,254</td>
<td>-</td>
</tr>
<tr>
<td><strong>OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF TAX</strong></td>
<td>(12,699)</td>
<td>(408)</td>
</tr>
<tr>
<td><strong>TOTAL COMPREHENSIVE INCOME FOR THE YEAR, NET OF TAX</strong></td>
<td>38,705</td>
<td>35,562</td>
</tr>
</tbody>
</table>

TOTAL COMPREHENSIVE INCOME FOR THE YEAR IS ATTRIBUTABLE TO:

<table>
<thead>
<tr>
<th>Item</th>
<th>2014 $000</th>
<th>2013 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity holders of the parent</td>
<td>38,403</td>
<td>34,950</td>
</tr>
<tr>
<td>Non-controlling interest</td>
<td>394</td>
<td>612</td>
</tr>
<tr>
<td><strong>TOTAL COMPREHENSIVE INCOME FOR THE YEAR IS ATTRIBUTABLE TO:</strong></td>
<td>38,797</td>
<td>35,562</td>
</tr>
</tbody>
</table>

EARNINGS PER SHARE FOR PROFIT ATTRIBUTABLE TO THE ORDINARY EQUITY HOLDERS OF THE PARENT

<table>
<thead>
<tr>
<th>Item</th>
<th>T</th>
<th>T</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic earnings per share</td>
<td>5.35</td>
<td>5.82</td>
</tr>
<tr>
<td>Diluted earnings per share</td>
<td>5.34</td>
<td>5.67</td>
</tr>
</tbody>
</table>

* The accompanying notes form part of and are to be read in conjunction with these financial statements.
<table>
<thead>
<tr>
<th>Description</th>
<th>PARENT</th>
<th>CONSOLIDATED</th>
<th>PARENT</th>
<th>CONSOLIDATED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit for the year</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>TRANSACTIONS WITH SHAREHOLDERS IN THEIR CAPACITY AS OWNERS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ordinary/employee shares repurchased &amp; cancelled</td>
<td>– (95) (821)</td>
<td>– (95) (821)</td>
<td>– (95) (821)</td>
<td>– (95) (821)</td>
</tr>
<tr>
<td>Equity scheme expenses</td>
<td>71</td>
<td>71</td>
<td>71</td>
<td>71</td>
</tr>
<tr>
<td>Dividends paid</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Vested Australian shares</td>
<td>–</td>
<td>–</td>
<td>140</td>
<td>140</td>
</tr>
<tr>
<td>Increase (decrease) in non-controlling interest</td>
<td>–</td>
<td>–</td>
<td>(1,307)</td>
<td>(1,307)</td>
</tr>
<tr>
<td>AS AT 31 MARCH 2013</td>
<td>198  8,694 4,016 2,683 133,072 159,918 1,984 141,902</td>
<td>198  8,694 4,016 2,683 133,072 159,918 1,984 141,902</td>
<td>198  8,694 4,016 2,683 133,072 159,918 1,984 141,902</td>
<td></td>
</tr>
<tr>
<td>Profit for the year</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>– (138) (12,068)</td>
<td>– (138) (12,068)</td>
<td>– (138) (12,068)</td>
<td>– (138) (12,068)</td>
</tr>
<tr>
<td>Increase (decrease) in non-controlling interest</td>
<td>–</td>
<td>–</td>
<td>(1,307) (1,307)</td>
<td>(1,307) (1,307)</td>
</tr>
<tr>
<td>AS AT 31 MARCH 2014</td>
<td>251 10,350 3,748 193,277 164,279 1,698 165,977</td>
<td>251 10,350 3,748 193,277 164,279 1,698 165,977</td>
<td>251 10,350 3,748 193,277 164,279 1,698 165,977</td>
<td></td>
</tr>
</tbody>
</table>

* The accompanying notes form part of and are to be read in conjunction with these financial statements.
## Statement of Financial Position

For the year ended 31 March 2014

<table>
<thead>
<tr>
<th>CURRENT ASSETS</th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; cash equivalents</td>
<td>34,685</td>
<td>54,227</td>
<td>484</td>
<td>11,331</td>
</tr>
<tr>
<td>Trade &amp; other receivables</td>
<td>142,258</td>
<td>123,871</td>
<td>1,432</td>
<td>1,501</td>
</tr>
<tr>
<td>Finance lease receivables</td>
<td>2,171</td>
<td>4,666</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Current tax assets</td>
<td>827</td>
<td>-</td>
<td>1,394</td>
<td>250</td>
</tr>
<tr>
<td>Inventories</td>
<td>13,919</td>
<td>17,202</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>193,310</td>
<td>207,639</td>
<td>3,307</td>
<td>13,082</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NON-CURRENT ASSETS</th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, plant &amp; equipment</td>
<td>133,702</td>
<td>122,896</td>
<td>25</td>
<td>19</td>
</tr>
<tr>
<td>Investment properties</td>
<td>778</td>
<td>314</td>
<td>770</td>
<td>280</td>
</tr>
<tr>
<td>Investment in subsidiaries</td>
<td>28,234</td>
<td>24,863</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment in associates</td>
<td>1,565</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangible assets</td>
<td>35,441</td>
<td>28,212</td>
<td>49</td>
<td>27</td>
</tr>
<tr>
<td>Finance lease receivables</td>
<td>10,435</td>
<td>10,484</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Deemed tax assets</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other receivables</td>
<td>193,181</td>
<td>63,186</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>193,310</td>
<td>207,639</td>
<td>3,307</td>
<td>13,082</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL ASSETS</th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consolidated</strong></td>
<td>377,406</td>
<td>374,196</td>
<td>96,951</td>
<td>95,239</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CURRENT LIABILITIES</th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade &amp; other payables</td>
<td>77,769</td>
<td>74,627</td>
<td>1,035</td>
<td>3,527</td>
</tr>
<tr>
<td>Interest bearing loans &amp; borrowings</td>
<td>11,360</td>
<td>28,180</td>
<td>121</td>
<td>7,146</td>
</tr>
<tr>
<td>Provisions &amp; employee entitlements</td>
<td>55,935</td>
<td>48,943</td>
<td>580</td>
<td>3,016</td>
</tr>
<tr>
<td>Current tax liability</td>
<td>4,039</td>
<td>4,967</td>
<td>195</td>
<td>237</td>
</tr>
<tr>
<td>Dividends payable</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>132,964</td>
<td>144,948</td>
<td>8,923</td>
<td>17,478</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL LIABILITIES</th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consolidated</strong></td>
<td>377,406</td>
<td>374,196</td>
<td>96,951</td>
<td>95,239</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EQUITY</th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issued capital</td>
<td>10,350</td>
<td>8,994</td>
<td>10,350</td>
<td>8,994</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>165,977</td>
<td>149,902</td>
<td>45,225</td>
<td></td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td>165,977</td>
<td>149,902</td>
<td>45,225</td>
<td></td>
</tr>
</tbody>
</table>

* The accompanying notes form part of and are to be read in conjunction with these financial statements.
### CASH FLOWS FROM OPERATING ACTIVITIES

#### CASH WAS PROVIDED FROM:

<table>
<thead>
<tr>
<th>Description</th>
<th>2014 $000</th>
<th>2013 $000</th>
<th>2014 $000</th>
<th>2013 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipts from customers</td>
<td>843,229</td>
<td>860,887</td>
<td>1,049</td>
<td>3,824</td>
</tr>
<tr>
<td>Rent</td>
<td>278</td>
<td>278</td>
<td>383</td>
<td>1,750</td>
</tr>
<tr>
<td>Dividends received</td>
<td>2</td>
<td>118</td>
<td>21,674</td>
<td>15,432</td>
</tr>
<tr>
<td>Interest received</td>
<td>2,880</td>
<td>2,030</td>
<td>54</td>
<td>13</td>
</tr>
<tr>
<td>Income tax refunded</td>
<td>-</td>
<td>-</td>
<td>302</td>
<td></td>
</tr>
<tr>
<td>Proceeds from insurance claim</td>
<td>-</td>
<td>3,348</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total cash provided</strong></td>
<td>846,389</td>
<td>866,661</td>
<td>23,160</td>
<td>21,321</td>
</tr>
</tbody>
</table>

#### CASH WAS DISBURSED TO:

<table>
<thead>
<tr>
<th>Description</th>
<th>2014 $000</th>
<th>2013 $000</th>
<th>2014 $000</th>
<th>2013 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payments to suppliers &amp; employees</td>
<td>766,239</td>
<td>766,306</td>
<td>4,312</td>
<td>7,044</td>
</tr>
<tr>
<td>Income tax paid</td>
<td>16,061</td>
<td>16,019</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Rent/operating leases paid</td>
<td>16,814</td>
<td>16,819</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total cash disbursed</strong></td>
<td>799,118</td>
<td>799,002</td>
<td>5,198</td>
<td>7,044</td>
</tr>
</tbody>
</table>

**NET CASH FLOWS FROM OPERATING ACTIVITIES**

<table>
<thead>
<tr>
<th>2014 $000</th>
<th>2013 $000</th>
<th>2014 $000</th>
<th>2013 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>47,271</td>
<td>11,102</td>
<td>14,277</td>
</tr>
</tbody>
</table>

### CASH FLOWS FROM INVESTING ACTIVITIES

#### CASH WAS PROVIDED FROM:

<table>
<thead>
<tr>
<th>Description</th>
<th>2014 $000</th>
<th>2013 $000</th>
<th>2014 $000</th>
<th>2013 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds from sale of property, plant &amp; equipment</td>
<td>214</td>
<td>15,526</td>
<td>-</td>
<td>13,603</td>
</tr>
<tr>
<td>Disposal of subsidiary</td>
<td>19</td>
<td>14,985</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total cash provided</strong></td>
<td>14,293</td>
<td>15,526</td>
<td>13,603</td>
<td></td>
</tr>
</tbody>
</table>

#### CASH WAS DISBURSED TO:

<table>
<thead>
<tr>
<th>Description</th>
<th>2014 $000</th>
<th>2013 $000</th>
<th>2014 $000</th>
<th>2013 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of property, plant &amp; equipment</td>
<td>41,977</td>
<td>51,402</td>
<td>452</td>
<td>179</td>
</tr>
<tr>
<td>Acquisition of subsidiaries</td>
<td>20</td>
<td>4,173</td>
<td>6,481</td>
<td>-</td>
</tr>
<tr>
<td>Investment in associates</td>
<td>11</td>
<td>720</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total cash disbursed</strong></td>
<td>46,150</td>
<td>58,583</td>
<td>512</td>
<td>179</td>
</tr>
</tbody>
</table>

**NET CASH FLOWS FROM INVESTING ACTIVITIES**

<table>
<thead>
<tr>
<th>2014 $000</th>
<th>2013 $000</th>
<th>2014 $000</th>
<th>2013 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>(31,851)</td>
<td>19,152</td>
<td>(31,383)</td>
<td>11,331</td>
</tr>
</tbody>
</table>

### CASH FLOWS FROM FINANCING ACTIVITIES

#### CASH WAS PROVIDED FROM:

<table>
<thead>
<tr>
<th>Description</th>
<th>2014 $000</th>
<th>2013 $000</th>
<th>2014 $000</th>
<th>2013 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loans drawn</td>
<td>17,475</td>
<td>28,462</td>
<td>4,900</td>
<td>20,700</td>
</tr>
<tr>
<td>Net proceeds from employee share scheme</td>
<td>459</td>
<td>(17)</td>
<td>459</td>
<td>-</td>
</tr>
<tr>
<td>Finance lease receipts</td>
<td>3,720</td>
<td>4,999</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total cash provided</strong></td>
<td>21,654</td>
<td>33,434</td>
<td>5,369</td>
<td>20,700</td>
</tr>
</tbody>
</table>

#### CASH WAS DISBURSED TO:

<table>
<thead>
<tr>
<th>Description</th>
<th>2014 $000</th>
<th>2013 $000</th>
<th>2014 $000</th>
<th>2013 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Borrowings - subsidiaries</td>
<td>-</td>
<td>-</td>
<td>5,415</td>
<td>21,247</td>
</tr>
<tr>
<td>Repayment of borrowings - principal</td>
<td>21,146</td>
<td>14,601</td>
<td>7,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Interest on borrowings</td>
<td>3,307</td>
<td>2,241</td>
<td>1,028</td>
<td>1,872</td>
</tr>
<tr>
<td>Finance lease repayments</td>
<td>6,790</td>
<td>2,609</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Acquisition of additional equity in subsidiaries</td>
<td>20</td>
<td>543</td>
<td>8,577</td>
<td>4,561</td>
</tr>
<tr>
<td>Repurchase of shares</td>
<td>600</td>
<td>876</td>
<td>600</td>
<td>876</td>
</tr>
<tr>
<td>Dividends paid on ordinary/employee shares</td>
<td>11,717</td>
<td>9,175</td>
<td>11,717</td>
<td>9,175</td>
</tr>
<tr>
<td>Dividends paid to non-controlling interests</td>
<td>241</td>
<td>306</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total cash disbursed</strong></td>
<td>48,267</td>
<td>38,884</td>
<td>33,162</td>
<td>37,749</td>
</tr>
</tbody>
</table>

**NET CASH FLOWS FROM FINANCING ACTIVITIES**

<table>
<thead>
<tr>
<th>2014 $000</th>
<th>2013 $000</th>
<th>2014 $000</th>
<th>2013 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>(27,851)</td>
<td>(5,450)</td>
<td>(28,253)</td>
<td>(17,049)</td>
</tr>
</tbody>
</table>

*The accompanying notes form part of and are to be read in conjunction with these financial statements.*
After being around for 50 years we have worked with a lot of great people...

...here are some of the organisations we work with.