

# CORPORATE REFORM



## Management Operating Systems



Release

*Growth & Delivery Partner*

November 2025

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# CORPORATE REFORM

## Acknowledgement

I'd like to begin by acknowledging the Traditional Owners of the land on which we live and work. I would also like to pay my respects to Elders past, present and emerging.

In Aboriginal and Torres Strait Islander cultures, the meaning of Country is more than just ownership or connection to land, as Professor Mick Dodson explains:

*“When we talk about traditional ‘Country’...we mean something beyond the dictionary definition of the word. For Aboriginal Australians...we might mean homeland, or tribal or clan area and we might mean more than just a place on the map. For us, Country is a word for all the values, places, resources, stories and cultural obligations associated with that area and its features. It describes the entirety of our ancestral domains. While they may all no longer necessarily be the title-holders to land, Aboriginal and Torres Strait Islander Australians are still connected to the Country of their ancestors and most consider themselves the custodians or caretakers of their land.”*



# CORPORATE REFORM

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# CORPORATE REFORM

## About Corporate Reform



# CORPORATE REFORM

## Overview – Who we are

CORPORATE REFORM focuses on helping organisations build capability, deliver operational efficiencies and embedding the mechanisms that enable the achievement of sustainable outcomes. CORPORATE REFORM is lead by two directors who have each over 30 years experience in business in Australia and internationally.

CORPORATE REFORM'S leadership team have worked across a broad industry spectrum which includes Aerospace & Aviation; Financial Services (Banking & Insurance); FMCG; Health; Higher Education; Infrastructure; Manufacturing; Not-for-Profit; Government (Local, State & Commonwealth); and Utilities (Power & Water).

Many of the organisations Corporate Reform has worked with over the last 20 years operate in heavily regulated environments.



*Corporate Reform would like to acknowledge the Traditional Owners of the lands and waters that make up Australia, on which we live and work today. Corporate Reform would also like to pay respects to Elders past, present and emerging.*

# CORPORATE REFORM

## Our Expertise

### STRATEGY & TRANSFORMATION

Our team is able to support, or design the high-level, long-term approaches and frameworks necessary to achieve an organisation's ambition and future direction; to achieve its goals, and maintain or build competitive advantage. Our team takes a human-centered, interdisciplinary approach that seeks to create desirable and sustainable changes in the organisation and its culture. They design the key elements, articulate the case for change and develop the roadmap for the change.

### SUSTAINABILITY & GOVERNANCE

Rapid changes in business, technology and regulatory environments result in organisations continuously challenging their sustainability and governance efforts. We work with management and Boards to develop sustainable frameworks. The impacts delivered beyond simply the financial. We are also able to support the implementation of major regulatory, legislative and accounting standard changes.

### TECHNOLOGY AND DATA

Our team is able to provide support to organisations on their digital change journey. What we are able to provide is the business' voice, thus, its perspective and needs. Our team acts as the interface between the business and the technology delivery partner. We can provide an unbiased assessment of the proposed technology solution from the business' perspective.

### PROCUREMENT & SUPPLY CHAIN

Bringing procurement and supply chain to the next frontier of purpose, partnering and performance which goes far beyond cost reduction. Corporate Reform helps clients drive and achieve value through efficiency, innovation, risk management and sustainability. This covers the end-to-end aspects of a supply chain – category management, strategic sourcing, supplier relationship management, contract lifecycle management, inventory and warehouse management and procure-to-pay.

### PROGRAM AND PORTFOLIO MANAGEMENT

Our team are all highly experienced project professionals. Our experience is biased toward asset intensive and infrastructure focused organisations. Our team is able to support projects across their lifecycle from concept, through initiation, planning and procurement through to delivery and post implementation reviews and part of the project close-out. This includes capital planning, project development, value planning and engineering, business cases, bid advisory, and project evaluations

### INFRASTRUCTURE AND ASSET MANAGEMENT

Our team is able to support throughout the infrastructure lifecycle from project business case and funding request development, procurement strategies and preferred delivery plans contract and commercial models, social and sustainability plans through to asset disposal. We are also able to support the in-life requirements through extensive procurement and supply chain experience.



# CORPORATE REFORM

Our Public and Private sector  
experience



# CORPORATE REFORM

We have deep experience and expertise across Public and Private industry sectors



# CORPORATE REFORM

## Government and Private Sector Experience

Our team has a unique blend of Government and Private Sector experience combined with to access our specialist teams that can leverage project specific IP and methodologies.



### GOVERNMENT AND PRIVATE SECTOR EXPERIENCE

- We have deep experience and expertise in delivering programs and projects across all levels and jurisdictions of government.
- We understand Private Sector challenges about doing more with the same or less and compliance requirements particularly when dealing with governments.



### SPECIALIST FRAMEWORK AND TECHNICAL WRITING TEAM

- We have a specialist Frameworks team that has delivered a wide range of projects
- One of our leadership team is a CIPS accredited trainer which incorporated the design and delivery
- Our team has access to State specific SMEs.



### LEVERAGE EXISTING IP AND METHODOLOGIES

- We can leverage existing frameworks designed for the Public Sector
- We have a proven methodology in assessing procurement practices and capabilities, and in designing training programs and material.



### ADDITIONAL VALUE FOR MONEY

- Partner led approach with an absolute commitment to value delivery
- Our broad sector and commercial experience is underpinned by broader skillsets that cover research; innovation; operating model design; strategy, revenue growth; transformation, business improvement, governance and change



### CONFLICT FREE AND HIGH COLLABORATION

- Providing a great client experience is equally important to us as proving a great client outcome
- We value solution and outcome-based thinking above bias ways of thinking
- We deal with project challenges positively.

# CORPORATE REFORM

## Sector Experience

Our team can help organisations respond to the domestic and global challenges facing the multiple industry sectors.

### Sector Challenges

- Growing population and increase in urban densification is placing growing demand on aging infrastructure assets, complicated by local and global supply chain volatility.
- Rising costs and higher expectations which may be realised in a revision Pricing Frameworks.
- Emerging environmental concern areas (PFAS, diffused pollution sources ),combined with likely restrictions tightening in a revision of the Water Industry Standard.
- Increased community expectations on sustainability with pressure to boost renewable assets.
- The regulator landscape is shifting leading to increased regulatory pressure, particularly in the energy and water sectors.
- Unpresented period of transformation with a focus on customer and technology.

### The Team has observed

- Large scale transformations becoming more dominant across the sector, with a focus on:
  - Organisational positioning and outcomes
  - Technology enablement and uplift
  - Efficiency being driven across a more integrated value chain.
- Organisations moving to more modern and collaborative delivery methods.
- Greater focus on data and analytics, and better use of technology.
- Higher levels of requirements focused on compliance – Safety, reliability, sustainability, commercial outcomes
- Organisations being proactive to ESG & MDS requirements and maintaining ethical supply chains.
- Climate variability placing additional pressures on scarce resources

### How the team are supporting clients

- Infrastructure major projects, minor works programs and bid responses.
- Renewable energy infrastructure programs.
- Complex category management and sourcing projects.
- Procurement and Supply Chain transformation programs.
- Technology transformation programs.
- Procurement and Supply Chain analytics dashboards.
- Supply Chain Operation Excellence programs.
- Organisational & Functional Area Maturity Assessments, Supplier Financial Assessments, Risk Management, ESG Assessments, MDS Assessments & Initiation.

# CORPORATE REFORM

Seeing what's real, not just reflections...

## Management Operating Systems

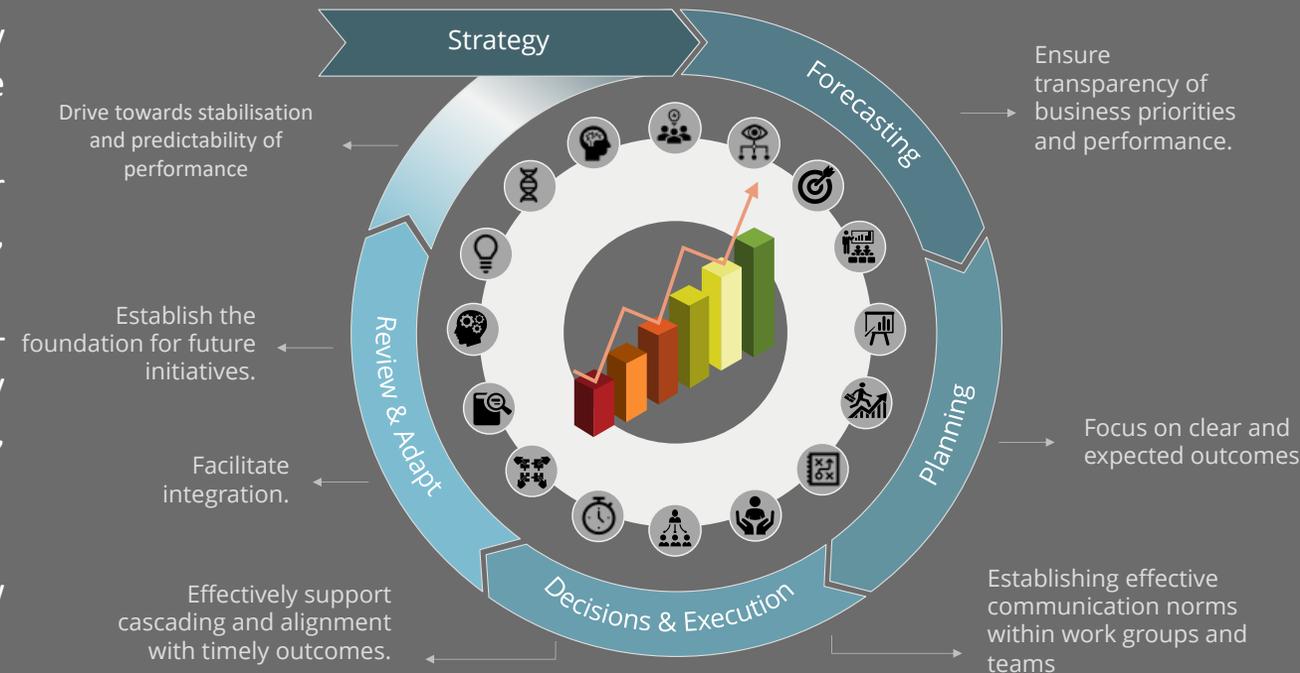
# CORPORATE REFORM

## Management Operating Systems

A Management Operating System (MOS) is a structured framework of tools, processes, meetings, and behaviours that align daily activities with strategic goals, ensuring consistent execution, performance measurement, and continuous improvement, delivering efficiently, reliably, and productively.

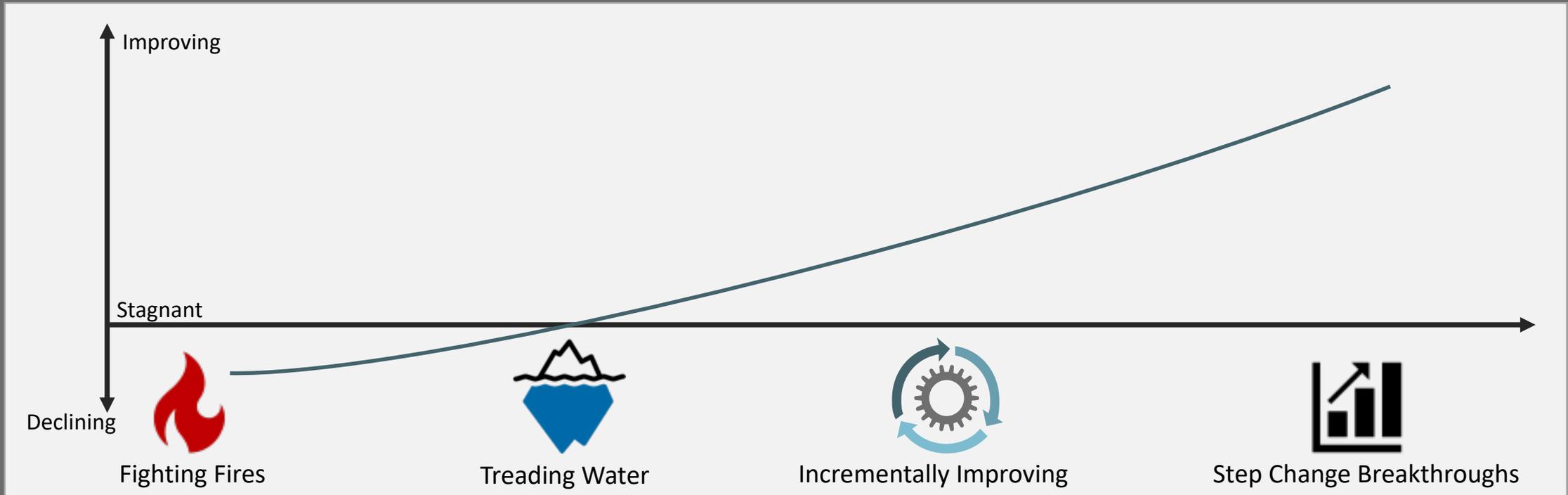
A MOS focuses on how work gets done through:

- **Structured Practices:** Standardised ways of working, underpinned by a continuous improvement ethos to complete tasks and manage workflows.
- **Communication & Alignment:** Ensuring everyone understands their role in the organisation, their connection to the customer, organisational and team goals and expectations
- **Meeting Cadences:** At the various levels of the organisation – Executive, Management, Teams and Frontline employees (Daily huddles, weekly reviews, shift handovers) for communication, commitment and feedback
- **Performance Measurement:** KRO and KPIs to monitor outcomes
- **Data & Tools:** Using data for decision-making and workflow automation.
- **People Development:** Coaching and mentoring to build competencies and skills



# CORPORATE REFORM

## Management Operating System Maturity



- Working hard but losing ground
- Lack of coherent structure in operations management
- Addressing symptoms instead of root causes
- Explaining away poor performance as “out of our control”

- Solving problems at the same rate as they are occurring
- Meaningful but informal structure in place
- Holding ground but not improving
- High risk of derailment by a big event

- Steady incremental gains
- Rigorous formal structure in place
- Continuous improvement literate workforce
- Striving towards ambition
- Risk of complacency

- Achieving regular breakthrough improvements
- Routine challenge of conventional limits
- Strong, visible individual accountability for business performance
- Redefining limits of ambition

# CORPORATE REFORM

## Management Operating System Design



# Management Operating System



## STRATEGY

Drive towards stabilisation and predictability of performance

Ideation; DNA review; ambition; reasoned direction; foundations assessment; market assessment; products & services; growth requirements.

## FORECASTING

Ensure transparency of business priorities and performance

Performance; work pipeline; earned value; risk identification; costs; income; resources.

## PLANNING

Focus on clear and expected outcomes

Tactical and operational planning; business model definition; business planning; risk management; performance management.

## DECISIONS & EXECUTION

Effectively support cascading and alignment with timely outcomes.

Performance improvement; solution role-out; adoption and change management; approvals.

## REVIEW & ADAPT

Establish the foundation for future initiatives.

Alignment; achievement; effectiveness; outcomes; directional correctness; foundational requirements; successes.

# Management Operating System

## STRATEGY

Drive towards stabilisation and predictability of performance

Ideation; DNA review; ambition; reasoned direction; foundations assessment; market assessment; products & services; growth requirements.

Review/Identify new opportunities across:

- The medium term – 1 to 3 years.
- The long term – 3 to 5 years.

Review the current performance against the strategy

- Adjust the strategy (if required)

Define and review the Business Model

Review the strategy and plan future ambition

Identification of strategic risks and issues

Frequency: Quarterly (review) and Annually (review & planning)



# Management Operating System



## FORECASTING

Ensure transparency of business priorities and performance

Performance; work pipeline; earned value; risk identification; costs; income; resources

Review of financial performance against targets

Review of work pipeline – resources; income projection; situational challenges

Earned value management - review of performed vs planned work – cost forecasting

Identify actions to rectify performance

Identify periodic “deep dives” into key performance issues

Risk Management – identification of operational risks and issues

Frequency: Monthly (review) and Quarterly (review & planning)

# Management Operating System



## PLANNING

Focus on clear and expected outcomes

Launch the Planning process to deliver the Business Model

Review the Business Plan – context and performance measures

Finalisation of Business Plan and release

Risk management – review of operational risks and issues

Frequency: Quarterly (review) and Annually (review & planning)

Tactical and operational planning; business model definition; business planning; risk management; performance management.

Review the actual performance against the Plan

- Adjust the Plan (if required)
- Initiate improvements where required

Refine and review the Business Model

Frequency: Monthly (review)

# Management Operating System



Allocation of sponsorship for “deep dives” into key performance issues

Review of current “deep dives” underway and solution role-outs

Review of performance improvement initiatives

Review the other initiatives that should be adopted group-wide

Addressing any matters that require leadership team approval

Frequency: *Weekly (review & actions) and Quarterly (review)*

## DECISIONS & EXECUTION

Effectively support cascading and alignment with timely outcomes.

Performance improvement; solution role-out; adoption and change management; approvals.

# Management Operating System



## REVIEW & ADAPT

Establish the foundation for future initiatives.

Review of identified strategic opportunities actioned across:

- The medium term – 1 to 3 years.
- The long term – 3 to 5 years.

Review the effectiveness of the current strategy

Review the Business Model design & effectiveness

Summarise the review of the current state as key input into Strategy definition/update and opportunity definition

Review of the strategic risks and issues

Frequency: Annually (review); preliminary meeting for annual strategy review

Alignment; achievement; effectiveness; outcomes; directional correctness; foundational requirements; successes.

# CORPORATE REFORM

## Management Operating System Accountabilities

Role	Responsibilities
Meeting Chair	<ul style="list-style-type: none"> <li>• Chair meeting</li> <li>• Contribute “casting vote” to enable closure on contentious decisions</li> <li>• Confirm Go/No Go decisions as required to ensure Leadership meetings occur only if warranted</li> </ul>
Convenor	<ul style="list-style-type: none"> <li>• Support the chair in facilitating the meeting to ensure meeting discussions are output/outcome focussed</li> <li>• Accountable for meeting effectiveness and in ensuring inputs are of appropriate standard</li> <li>• Recommend Go/No Go decisions so that meetings only occur when warranted.</li> <li>• Quality control of finalised meeting inputs</li> <li>• Endorse the draft agenda and make changes as required</li> <li>• Initiate periodic reviews to ensure meeting effectiveness</li> </ul>
Secretariat	<ul style="list-style-type: none"> <li>• Draft the meeting agenda based on the forward plan and the convenors shaping input</li> <li>• Conduct quality control and provide guidance on framing of pre-reading/presentations in-line with framing guidelines/templates</li> <li>• Issue pre-reading materials and the agenda prior to the meeting</li> <li>• Document meeting/decisions (as required)</li> <li>• Document actions and decisions (including responsibility and due date)</li> <li>• Distribute outcomes and the action/decision log following meetings</li> <li>• Set the forward calendar of meeting dates</li> <li>• Coordinate all logistics around meetings (including meeting invites, meeting location etc.)</li> <li>• Coordinate any items required for meetings such as projector, flip-charts, print-outs etc.</li> </ul>
Attendees	<ul style="list-style-type: none"> <li>• Be prepared</li> <li>• Supply relevant information for review &amp; discussion/decision prior to meeting</li> <li>• Active participation in discussions (and decisions where applicable)</li> </ul>

# CORPORATE REFORM

## Management Operating System Scope Definition

### STRATEGY

#### Purpose

- Decide whether the strategic circumstances and planning assumptions remain within expected parameters. Does anything need to change?
- Review performance against the 3- and 5-year strategic targets (success measures)
- Identify, agree and prioritise adjustment to the corporate plan, performance measurement, business model, or business planning to address performance deviations
- Identify any strategic risk or issues and updates on current strategic risk and issues

#### Outcomes

- Review of current opportunities/Identification of new opportunities
- Recommendation on adjustments to current strategy
- Defined / reviewed Business Model
- Strategic review and future ambitions include into planning
- Updated strategic risks and issues register and action plans

#### Examples

- Actual performance and/or achievement of strategic objectives
- Reports highlighting issues impacting on achievement of corporate objectives
- Market/environment scanning reports (i.e.. reports highlighting changes to strategic drivers, regulatory changes, emerging environmental issues, economic issues affecting customer base and key suppliers)
- Internal data and/or reports improving the leadership's perspectives on strategic opportunities and risks
- Reviews of strategic assumptions included in the corporate plan and any assessment on accuracy
- External events - major events (if any) which may affect the organisation
- Risk theme reports and updates to enterprise risks or control plans
- Internal capability reports and assessments highlighting any significant gaps affecting ability to deliver strategy

Ideation; DNA review; ambition; reasoned direction; foundations assessment; market assessment; products & services; growth requirements.

# CORPORATE REFORM

## Management Operating System Scope Definition

FORECASTING	
Purpose	<ul style="list-style-type: none"><li>• Review overall individual and group-level performance vs. targets, and achievement of business plan objectives</li><li>• Review and assess business performance forecasts, KPI's, performance indicators and associated key assumptions and risks from across the value chain</li><li>• Identify items for further attention or agree actions to rectify future performance</li></ul>
Outcomes	<ul style="list-style-type: none"><li>• Monitored the company performance and forecast performance</li><li>• Discussion on emerging risks and opportunities related to the achievement of company objectives</li><li>• Identify actions to rectify performance or exceed performance targets</li><li>• Executive visibility of performance and issues in critical areas of the business value chain (through deep dives)</li></ul>
Examples	<ul style="list-style-type: none"><li>• Financial and non-financial reports and dashboards across all areas of the value chain. Specific items may include;<ul style="list-style-type: none"><li>• Company &amp; divisional scorecards and reports</li><li>• Dashboards and KPI reports for the Leadership including key metrics data, forecasts and commentary</li><li>• Other performance reports as appropriate</li></ul></li><li>• Earned Value and forward cost estimates on key projects as well as any savings identified</li><li>• Quarterly “deep dive” presentations exploring specific performance themes</li><li>• Any other information and reports that assists the Executive gain insight on how the business is performing</li></ul>

Performance; work pipeline; earned value; risk identification; costs; income; resources

# CORPORATE REFORM

## Management Operating System Scope Definition

PLANNING	
Purpose	<ul style="list-style-type: none"><li>• Discuss and/or approve;<ul style="list-style-type: none"><li>• The assumptions for business planning</li><li>• The planning schedule for the next financial year</li><li>• Continuous business planning improvement</li><li>• Business model performance</li></ul></li><li>• Review and approve organisational-level tactical planning, operational-level business plans &amp; any supporting strategies</li><li>• Review and assess business performance actuals, KPI's, performance indicators and associated key assumptions and risks from across the value chain</li></ul>
Outcomes	<ul style="list-style-type: none"><li>• Common business planning assumptions</li><li>• Agreed business planning practice and schedule</li><li>• Changes to the plan tracked</li><li>• Endorsed budgets informed by organisational strategy and business plans</li></ul>
Examples	<ul style="list-style-type: none"><li>• Tactical and operational plan verification and review</li><li>• Assumptions documents and data</li><li>• Consolidated business planning templates (Executive Summaries)</li><li>• Budget guidelines and timing</li><li>• Consolidated operating budgets</li></ul>

Tactical and operational planning; business model definition; business planning; risk management; performance management.

# CORPORATE REFORM

## Management Operating System Scope Definition

### DECISIONS & EXECUTION

#### Purpose

- To address items requiring Leadership Team’s decision(s)
- Items for further attention or agree actions to rectify future performance
- Allocation of sponsorship for “deep dives” into key performance issues
- Review of current “deep dives” underway and solution role-outs

#### Outcomes

- Monitored progress, discussed the key issues and risks
- Provided direction on required actions to rectify performance
- Identified actions required in response to performance variations
- Discussed items requiring Leadership Team’s discussion, endorsement and/or approval
- Timely decisions made, well understood and well communicated across the organisation

#### Examples

Examples of items for the Decisions meeting include;

- Procurement (‘strategies’) approaches requiring Leadership endorsement
- Other items requiring Executive decision
- Approval of policies & procedures with cross-divisional or company-wide impact (i.e.. IT hardware allocation)
- Contract awards (if required)
- New initiatives/new projects where early-stage input is required
- In flight projects and where input is required at key touch points
- New/amended policies which require shaping/review

Performance improvement; solution role-out; adoption and change management; approvals.

# CORPORATE REFORM

## Management Operating System Scope Definition

### REVIEW & ADAPT

#### Purpose

- Review of the identified strategic opportunities actioned (performance, success etc)
- Review effectiveness of organisational-level tactical planning, operational-level business plans
- Review overall organisational performance
- Review strategic risk profile
- Review Business model performance
- Market/environment scanning assessment (i.e.. changes to strategic drivers, regulatory changes, emerging environmental issues, economic issues affecting customer base and key suppliers)
- Reviews of strategic assumptions assessment for accuracy
- Review of people strategy and performance

#### Outcomes

- Key inputs for strategy formulation
- Key inputs for organisational goal setting
- Direction for performance and/or achievement of strategic objectives
- Review of consolidated operating budgets
- Adaptations to be considered or required due to economic outlook (people, assets, equity/liability, risk management etc)
- Understanding of current risk profile
- Policy and procedural changes/updates

#### Examples

- External events - major events (if any) which may affect the organisation
- Risk profile change against current enterprise risks or control plans
- Internal capability perspectives highlighting any significant gaps affecting ability to deliver strategy
- Brainstormed solutions to issues impacting on achievement of corporate objectives
- Deep dive review successes assessment

Alignment; achievement; effectiveness; outcomes; directional correctness; foundational requirements; successes.

# CORPORATE REFORM

## Our Partnering Approach



# CORPORATE REFORM

## Our Three-Tier partnering model

No matter the challenge, requirement or complexity our Three Tier Partnering model provides organisations maximum flexibility as well as several engagement options.

### Tier 1 – Consultancy

Major  
Infrastructure  
Projects

Technology  
Enablement

Capability  
Development

Transformation

### Tier 2 – Managed Service Provider (MSP)

Dedicated  
Outsourced  
Programs of  
Work

### Tier 3 – Project Contracting

Contracted Resources

### Tier 1 – Consultancy

- Infrastructure Projects
- Transformation Programs
- Capability Development
- Technology Enablement

### Tier 2 – MSP

- Outsource option for:
  - Minor Works Programs
  - Category Programs & Pilots
  - SRM Programs
  - Commercial Services
  - Global and Low-cost Country Sourcing
  - Dashboards and Analytics

### Tier 3 – Project Contracting

- Fixed or long-term resources
  - Projects
  - Programs
  - Internal Roles – BAU

# CORPORATE REFORM

## Our Leadership Team



# CORPORATE REFORM



**MICHEAL MALLON**

## DIRECTOR

Micheal leads the strategy and transformation practice. He is transformation & business improvement executive with a functional operational excellence focus. Micheal has over 30 years' experience in leadership roles within SME, corporate and public sector organisations.

Micheal's experience has encompassed : Aerospace & Defence, Utilities (Power & Water), Manufacturing, Infrastructure; Government; FMGC; Design & Construction; & Facilities Management



 **SHANE LAMONT**

## GROWTH & DELIVERY PARTNER

Shane is part of the broader Corporate Reform team. Shane is a former CPO / Head of Supply Chain at Sydney Water and has extensive experience commercial leadership experience across multiple asset-heavy industry sectors including manufacturing, rail, petrochemical & mining.

Shane's experience has encompassed: Renewable Energy; Utilities (Power & Water); Rail; Oil & Gas; Government; Infrastructure; and Heavy Manufacturing



**DR SALLY-ANN JOSEPH**

## DIRECTOR

Sally leads governance and sustainability practice within Corporate Reform. Sally focus is ensuring regulatory and legislative compliance as well as lead in the ESG offerings.

For nearly 20 years Sally has focused on the implementation of major regulatory, legislative and accounting standard and governance changes. Sally's experience covers Financial Services (Banling Insurance & Superannuation), Petrochemical & Higher education



**CHRIS GOULD**

## DELIVERY PARTNER

Chris is part of the broader Corporate Reform team. Chris is a former Chief Commercial Officer at Sydney Water and seasoned strategy and infrastructure executive with over 20 years of experience across 25 countries, blending global insight with local expertise.

His focus spans consulting (Strategy & Transformation), utilities (Power & Water), transport (Rail & Aviation) and multiple government agencies

# CORPORATE REFORM

Seeing what's real, not just reflections...

Our Broader Product suite

# CORPORATE REFORM

## Strategy

- Vision and mission
- Policy development
- Corporate and Functional Strategy development
- Growth and competitive strategies
- Resource allocation
- Business portfolio management
- Risk management
- Prioritisation/strategic trade-offs
- Business Models

## Transformation

- Transformation Design
- Business Architecture
- Capability Models and Maturity Assessment
- Operating Model Design
- Value Chain Design
- Program Development and delivery



# CORPORATE REFORM

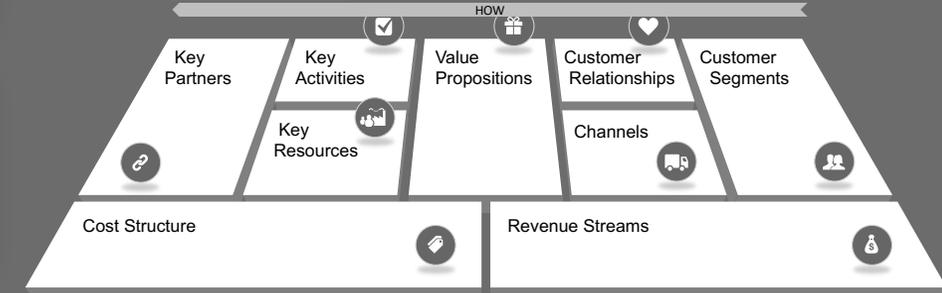
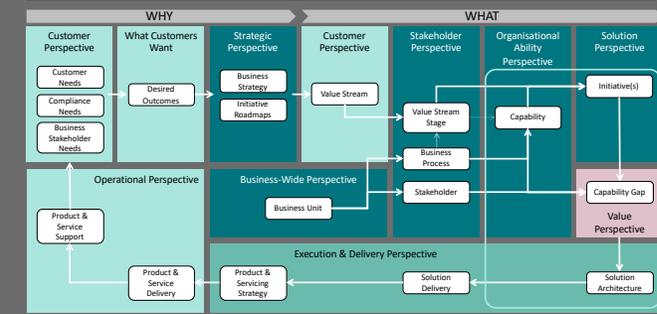
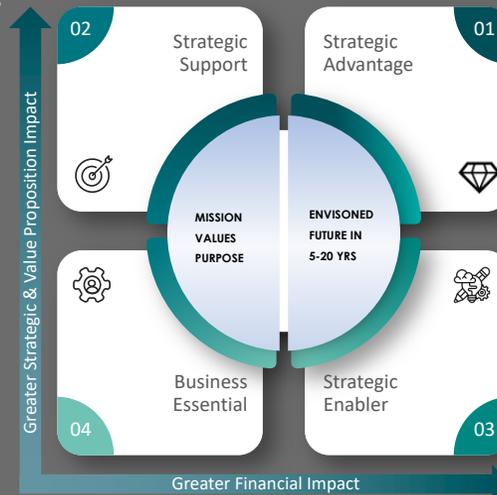
## Corporate and Business Area Strategy

Our team is able to support, or design the high-level, long-term approaches and frameworks necessary to achieve an organisation's ambition and future direction; to achieve its goals, and maintain or build competitive advantage.

It involves making key decisions about markets to enter or exit, how to allocate resources, how to manage current aspects and functions of the organisation, and what needs to be added to the organisation to achieve the required outcomes. Importantly, it is about creating value across the entire organisation.

Some of the components include:

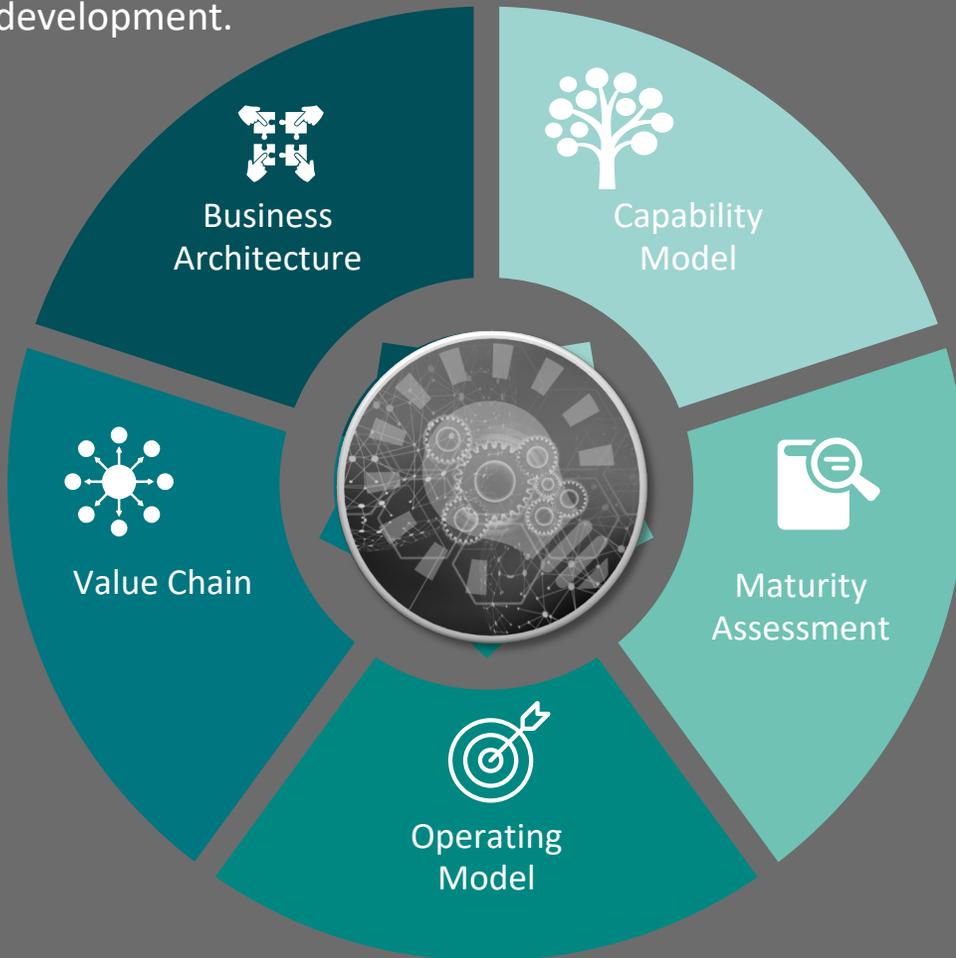
- Vision and mission
- Growth and competitive strategies
- Resource allocation
- Business portfolio management
- Risk management
- Prioritisation/strategic trade-offs
- Business Models



# CORPORATE REFORM

## Transformation Design and Capability Maturity Assessment

Our team takes a human-centered, interdisciplinary approach that seeks to create desirable and sustainable changes in in the organisation and its culture. The design of the key elements, articulate the case for change and support the roadmap for change development.



### Business Architecture

The what why and how that defines the future-state organisation.

### Capability Models

Definition of what the organisation does, and will need to do in the future to achieve its ambition.

### Maturity Assessments

The assessment of how well the organisational or functional area capabilities are enacted

### Operating Model

The higher order structure of the future-state identifying the key areas and functional elements

Customer	Customer Centre of Expertise		Residential	Business	Developer	Other/New Segments
Strategy	Market Influence & Regulatory	Direction Setting				
Planning and Infrastructure Management	Plan & Build					
Core Operations	Customer Support					
	Customer Operations Hub					
	Product and Service Delivery					
Support & Enablement	Supply Chain					
	Integrated Analytics & Insight (Digital)					
	Innovation & Improvement					
	Business Partnering / Shared Services					

### Value Chain

Definition of contextualised functional or organisational representations describing what they do

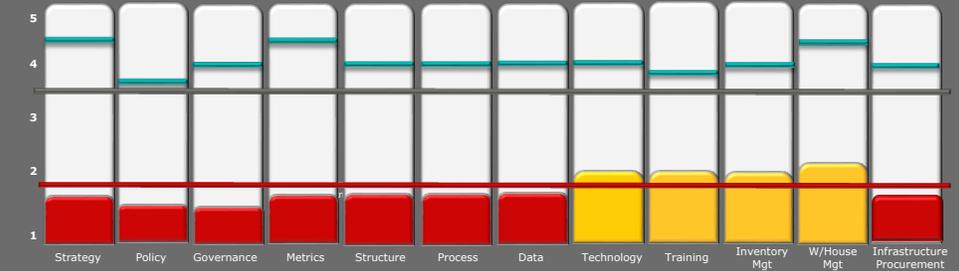
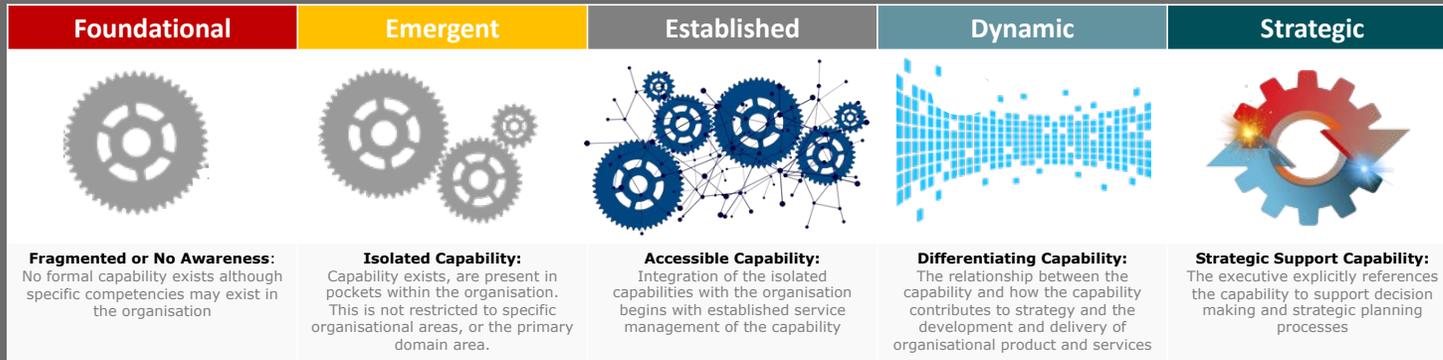
Asset Strategy	Asset Planning	Category Management	Strategic Sourcing	Supplier Relationship Management	Contract Lifecycle Management	Buy	Material Management	Warehouse & Logistics	Design & Construct	Operate & Maintain	Decommission
<i>Business led</i>		An integrated procurement & supply chain provides collaboration and the link between strategy and delivery							<i>Business led</i>		
An integrated supply chain provides insights and support to asset strategy and planning		Integrated supply chain capabilities							An integrated supply chain enables operational and business efficiencies		



# CORPORATE REFORM

## Capability Maturity Assessment

The approach to deliver the options and final preferred approach combines multiple perspectives and attributes whether at the whole of organisation level or at the functional level.



### Strategic: Governance, Risk & Control

**What does it mean**  
Ability to develop rules for the organisation to follow to ensure value generation, performance and accountability.

**What does it include**

- Legal & Regulatory Compliance
- Business Continuity Management
- Organisational Risk Management
- Audit and Assurance

**Impact on Customer**  
High

**What if we get this right**

- We are continually engaged early to identify and manage the financial risks and validate financial impacts of Business continuity plans

**Why are we here now?**

- There is a high dependency on the business telling us what the business risks are and things are slipping through the cracks
- We do not get involved with the business risk management plan

**Where do we want to be – what does it look like**

- We are addressing risks earlier, not fixing after something has gone wrong
- We understand the recovery plans and the direct and indirect financial impacts

**What stops us or holds us back**

People Enablers	Process	Technology & Data	Assets / Business Infrastructure
<ul style="list-style-type: none"> <li>No engagement from the business to assist with risk identification or controls.</li> <li>No involvement of finance in the development of Business Continuity Plans</li> <li>Lack of role clarity for the finance team</li> <li>No workload capacity</li> <li>Limited understanding of the information within the business continuity plans</li> </ul>	<ul style="list-style-type: none"> <li>Manual processes within the business lead to data entry errors</li> <li>No consistent approach between all business units</li> <li>Lack of governance for change approval (e.g. prices in LinenWeb)</li> </ul>	<ul style="list-style-type: none"> <li>No visibility of business data</li> <li>Business systems not integrated with Finance system</li> <li>Poor categorization of data as financial data or operational data</li> <li>No definition about the business data that is provided.</li> <li>Limited understanding of the information within the business continuity plans</li> </ul>	<ul style="list-style-type: none"> <li>Network issues</li> <li>No information about operational system upgrades</li> <li>No engagement when considering upgrades for the Finance system</li> </ul>

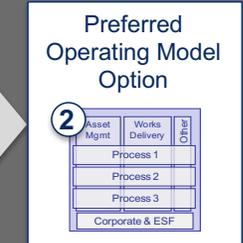


### Design Principles & Implications

**Alignment of Design Principles**  
The alignment of the design principles to the strategic objectives of support the achievement of the key business outcomes.



### Decision Criteria



# CORPORATE REFORM

## Procurement & Supply Chain

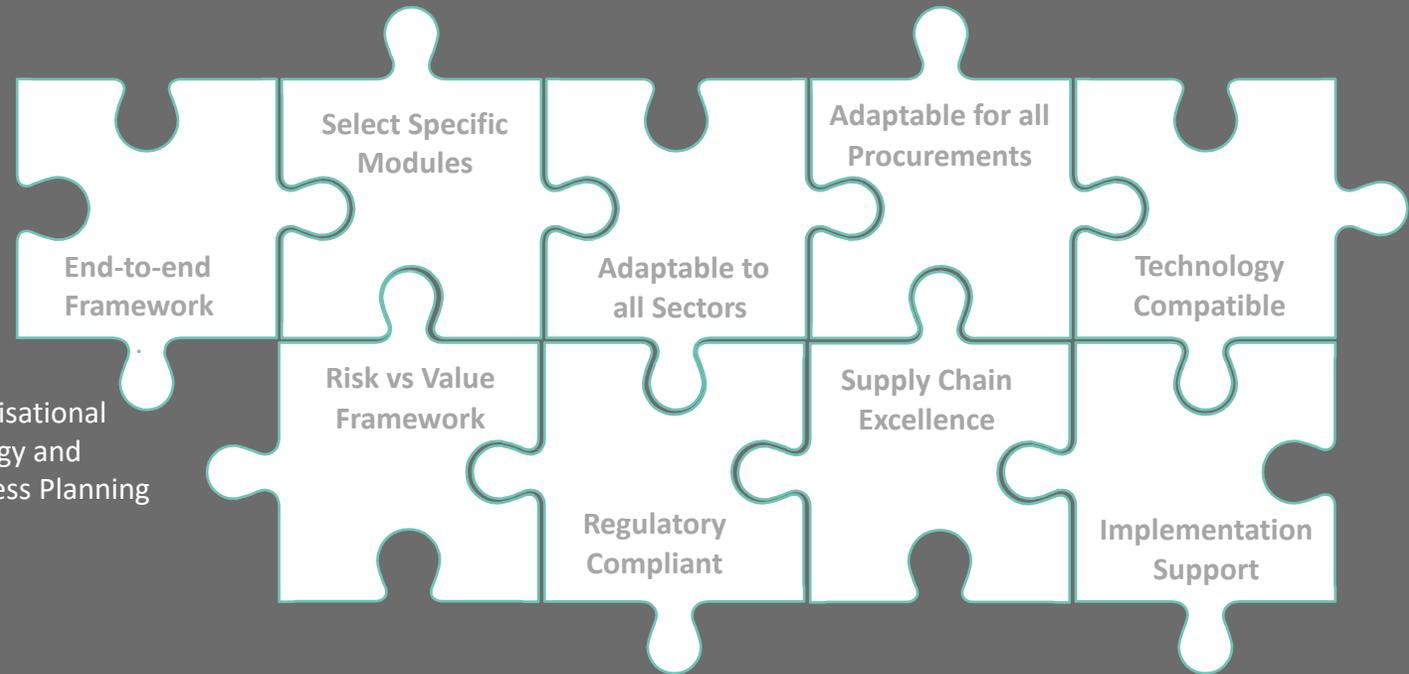
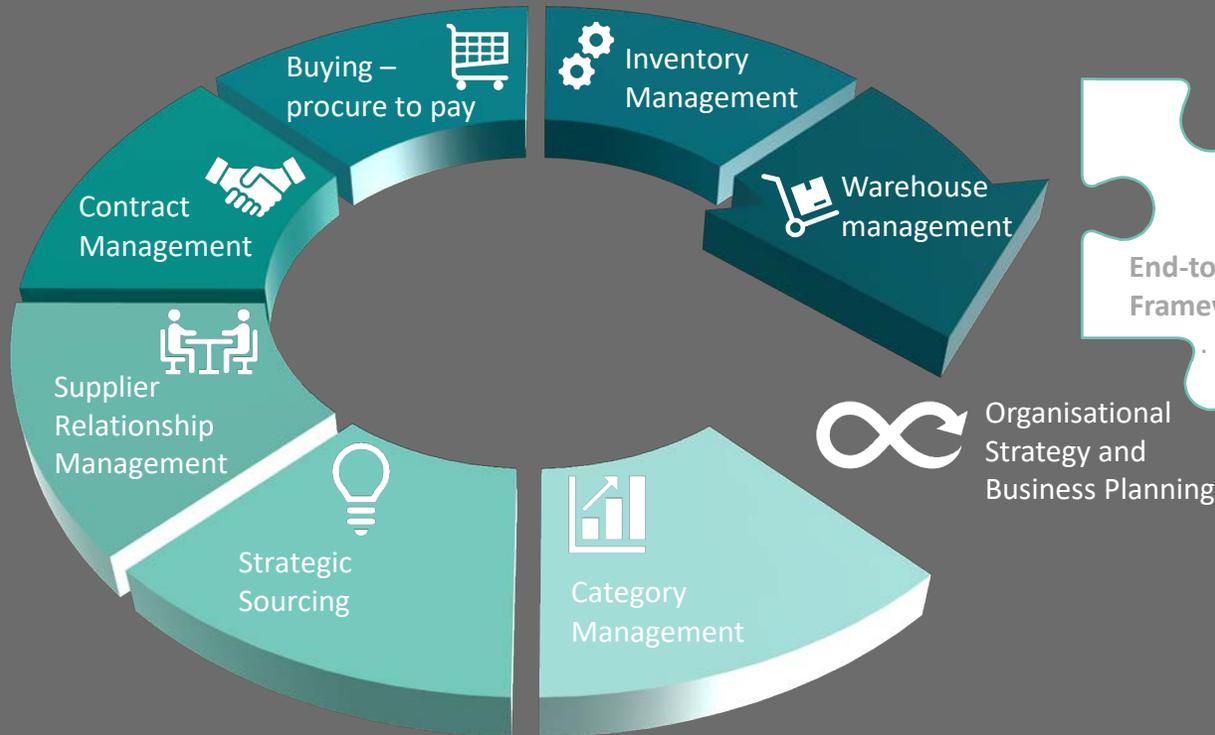
- Procurement and Supply Chain Functional Assessments
- Procurement and Supply Chain Frameworks
- Procurement & Supply Chain and Lean Six Sigma integration
- Complex procurement strategies for projects (e.g. Infrastructure, IT, Assets, Acquisitions)
- Category Schema development
- Category Management Pilots and Benefit Identification
- Supply Chain Network Design
- Inventory Optimisation
- Master Data Management
- Probity and Compliance
- Training



# CORPORATE REFORM

## End to End Procurement & Supply Chain Frameworks

Our procurement and supply chain framework coordinates and integrates several capabilities to identify, capture and realise value



**End-to-end Framework**  
Adopted as an end-to-end framework to enable whole of value chain outcomes

**Select Specific Modules**  
Select specific modules to introduce new capabilities or address current capability gaps.

**Adaptable to all Sectors**  
Tailored and scaled to public and private sector, and all industries

**Adaptable for all Procurements**  
Outcome-based design for Infrastructure, Goods & Services and ICT Procurement.

**Technology Compatible**  
Framework can be solutionised and enabled in ERP and Procurement technology solutions.

**Risk vs Value Framework**  
Risk vs Value practical approach to align with project needs to ensure the right project outcome is achieved.

**Regulatory Compliant**  
For public sector clients – exceeds Government accreditation and probity requirements.

**Supply Chain Excellence**  
Inventory and Warehouse Management that can be tailored to MRO or S&OP supply chain operations.

**Implementation Support**  
Framework is available with contextualised implementation, program and change support.

# CORPORATE REFORM

## Social and Sustainable Procurement

Social Impact should be a standard assessment criteria (Capability, Capacity, Price and Risk) assists the considerations as part of value for money

In considering Social Impact those procuring on behalf of their constituent communities should consider their own policy considerations as well as those of their State or Territory for the following:

- Australian Disability Enterprise
- Indigenous Business
- Gender equality
- Small to Medium Enterprise (SME)
- Sustainability and Governance
- Innovation and Competitiveness.

Procurement templates and guidance needs to reflect and include Social Impact as part of the approach to market and evaluation stages.



# CORPORATE REFORM

## Modern Slavery Assessment and Position Statement development



Position Statements and Supplier Questionnaires



Our team recognise that there is always a possibility of modern slavery risk in a supply chain given the diversity of regions we, and our suppliers procure from, and the wide range of products sourced. The review of publicly available information such as; Walk free – Global Slavery index, suggests the following modern-day slavery risk factors may be present in a supply chain.



Modern Slavery Risk Factors

It is more important to directly understand as accurately as possible your level 1 supply chain – where your suppliers are, and where your suppliers source their products and services – your level 2 supply chain.

In an ideal world, being able to identify information on the level 3 supply chain, the potential originator of the product or service (if applicable), can be a significant step towards combatting Modern Slavery.

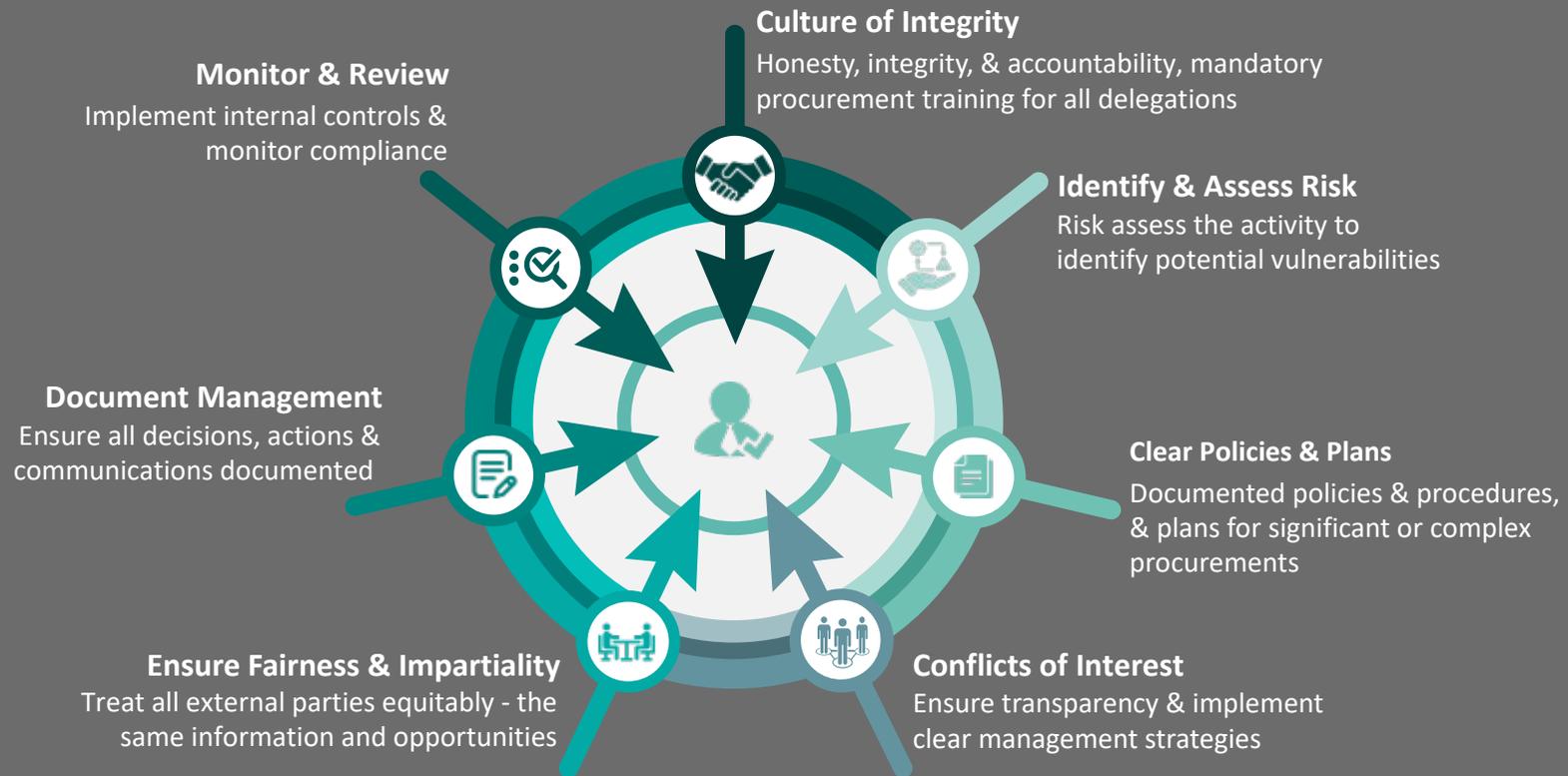
# CORPORATE REFORM

## Probity Services

Probity is a fundamental part of every procurement project and activity. As probity issues can arise at any stage of a procurement activity, probity needs to be anticipated as early as possible when planning a procurement (pre-procurement) and must be considered throughout the entire procurement lifecycle including category management, early market engagement, market analysis, sourcing and the entire contract phase.

Effective probity ensures organisational and community confidence in the integrity and accountability of procurement processes. It reinforces and suppliers to work together on the basis of mutual trust and respect

Our team has extensive experience in probity across the public and private sectors and backgrounds that includes: accounting, corporate governance, law, business, commerce, procurement and supply chain.



# CORPORATE REFORM

## Value Stage elements - Inventory and Warehouse Management

Inventory optimisation is about performance. This performance is driven by one mantra: Right Part, Right Place, Right Time...



The ability of an organisation to achieve this (Inventory Optimisation) is critical to both strategic and operational outcomes. It requires balancing demand satisfaction, cost of holding and capital investment.

The underpinning requirement is Data. Master Data, Demand Data, Utilisation Data and any losses (damage, obsolescence, waste etc) .



- Reliability: the speed at which it is able to perform its tasks
- Reliability: the ability to perform tasks as expected
- Agility: the ability to respond to internal and/or external influences
- Cost: the ability to effectively manage the operation of the supply chain
- Asset Efficiency: the ability to efficiently utilise assets or support asset utilisation
- Sustainability: the ability to minimise or mitigate environmental and financial impacts

# CORPORATE REFORM

## Infrastructure Procurement & Asset Lifecycle Management

- Infrastructure projects business cases
- Funding request development
- Value Engineering
- Infrastructure projects procurement and transaction services
- Asset life and performance improvement
- Infrastructure asset decommissioning and disposal services
- Asset Lifecycle Management Frameworks



# CORPORATE REFORM

## Procurement and Supply Chain's value contribution the Infrastructure lifecycle

The team has extensive experience working across the entire infrastructure asset lifecycle

### 1. Plan

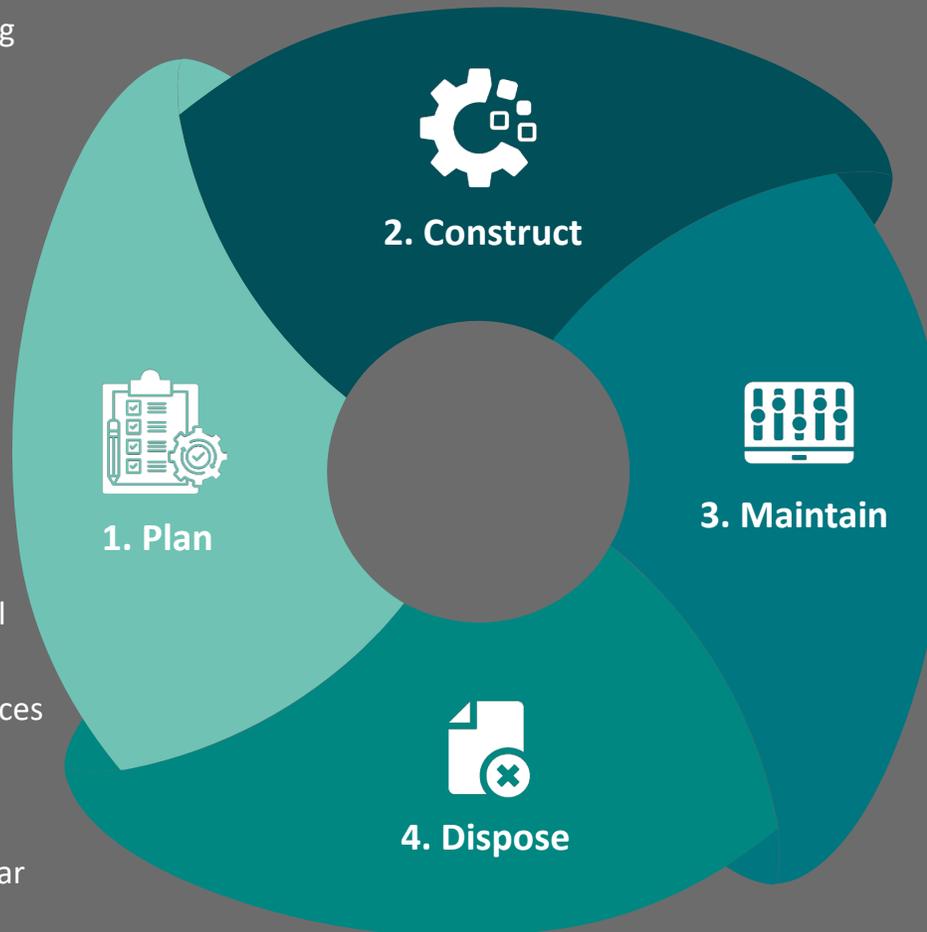
Infrastructure projects business case and funding request development, including:

- Cost Analysis and Benchmarking
- Supply Chain Market Analysis
- Social and Sustainability Opportunity Assessment
- Understand the Project Requirements
- Test and Select the preferred Infrastructure Procurement Strategy
- Develop the Infrastructure Procurement Strategy and Delivery Plan

### 4. Dispose

Infrastructure asset decommissioning & disposal services, including:

- Procurement of Asset Decommissioning Services
- Community consultation
- De-integration with wider network
- Asset Disposal Strategy that aligns with Circular Economy outcomes.



### 2. Construct

Infrastructure projects procurement and transaction services, including:

- Project Procurement Strategy.
- Preferred Delivery, Contract and Commercial Models.
- Social and Sustainability Plan
- Procurement Delivery.

### 3. Maintain

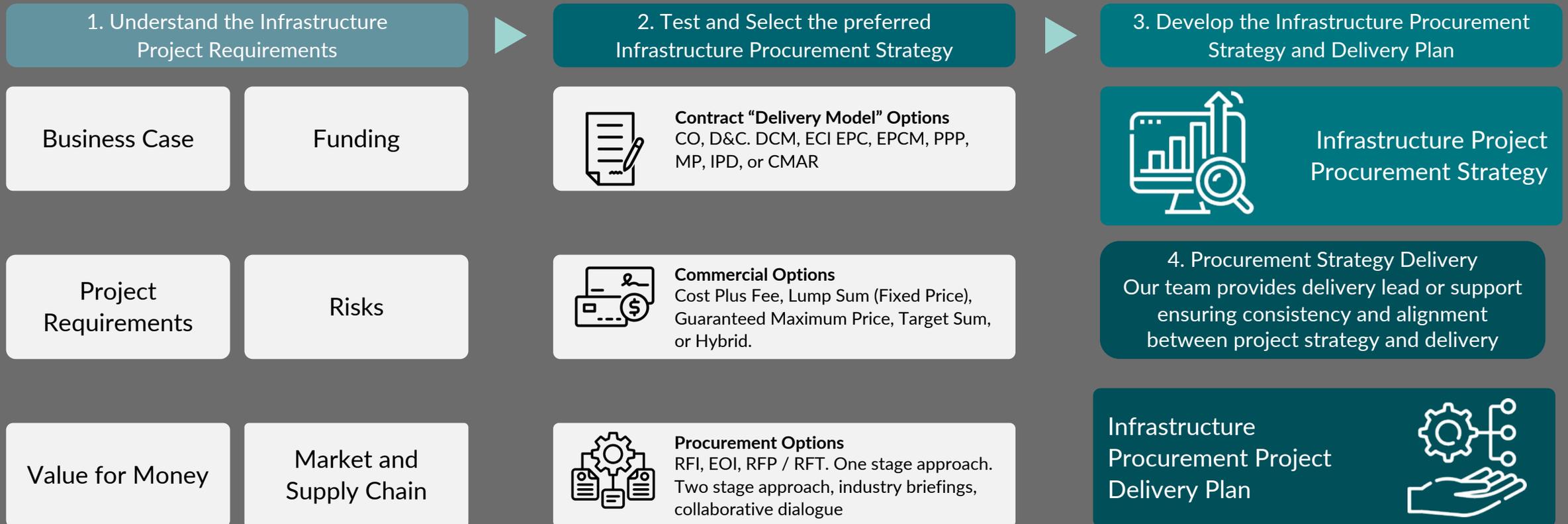
Using procurement and supply chain to improve asset life and performance

- Capital Minor Works Programs.
- Maintenance, Engineering, MRO, Property & FM, Waste Mgt, Fleet, Plant & Equipment procurement support.
- Supply Chain Operations development – Inventory and Warehouse mgt.

# CORPORATE REFORM

## Unlock success – Infrastructure Projects Procurement Strategy

Our Infrastructure Procurement Strategy method selects the right procurement approach to best balance time, cost, quality, and risk factors – helping you achieve your project’s aspirational full lifecycle benefits.



- Selecting the right procurement strategy and delivery approach for your infrastructure project

# CORPORATE REFORM

## Asset Lifecycle Management

Asset lifecycle management is the strategic approach to managing physical assets throughout their entire lifespan, from initial identification and acquisition, through strategy development to management, and final disposal or replacement. The goal is to maximize an asset's value while minimizing costs, waste, and risks by using a data-driven process to make informed decisions at each stage.

### Identification and Planning :

Identifying needs, defining requirements,

### Assessment:

Selecting the right asset type, features and fit with current portfolio.

### Acquisition/Procurement:

Research, vendor selection, purchasing, financing, and initial setup.

### Asset Strategy:

The approaches developed to maximise the utility of the acquired asset throughout its operational life to maintain or improve potential returns at disposal.

### Asset Management:

Integrating the asset, training users, and running it efficiently, monitoring, and managing availability and performance.

### Disposal or Retirement:

Decommissioning, sale, or replacing the asset when it reaches the end of its identified life.



# CORPORATE REFORM

## Program & Portfolio Management

- Capital Planning
- Portfolio Management
- Project Development
- Business Cases
- Project Evaluations

## Commercial Transaction Support

- Initial Setup
- Franchising support services
- Dispute resolution, legal and operational support
- Due diligence
- Negotiation
- Compliance
- Financial planning
- Training



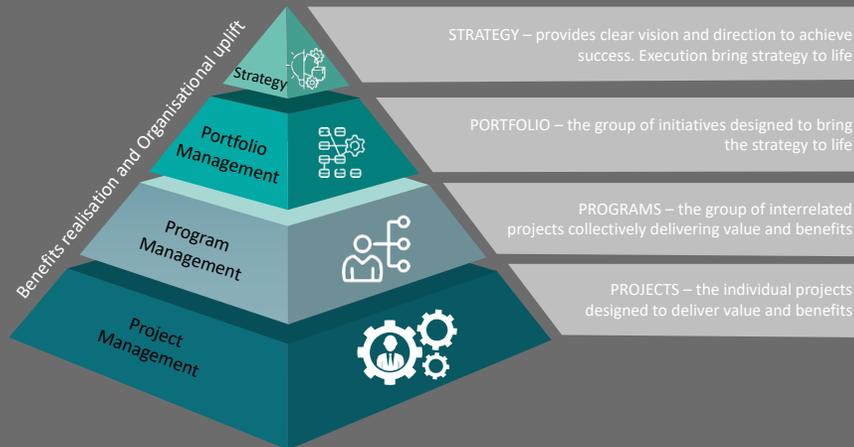
# CORPORATE REFORM

## Program and Portfolio Management

### Capital Planning and Portfolio Management

Our team utilise a framework to ensure that projects align with the organisational and strategic goals. This framework encompasses the evaluation of proposals based on key parameters, risk reduction assessments and the prioritisation of the projects.

Additionally, to ensure strategic alignment we can also undertake the management of the apportionment of resources (capital and human) monitor performance and organisational integration.



### Project Development, Business Cases and Project Evaluations

Our team are all highly experienced project professionals. Our experience is biased toward asset intensive and infrastructure focused organisations. Our team is able to support across the project lifecycle from concept, through initiation, planning and procurement through to delivery and post implementation reviews and part of the project close-out.



# CORPORATE REFORM

## Bid Advisory Services

- Bid strategy and approach
- Capability statements
- Proposal writing
- Supporting document development
- Market assessment – preliminary commodity sourcing
- Editing and Review
- End-to-end management
- Negotiations

## Grant Management Services

- Grant response strategy and approach
- Capability statements
- Requirements development
- Supporting document development
- Editing and Review
- End-to-end management
- Reporting



# CORPORATE REFORM

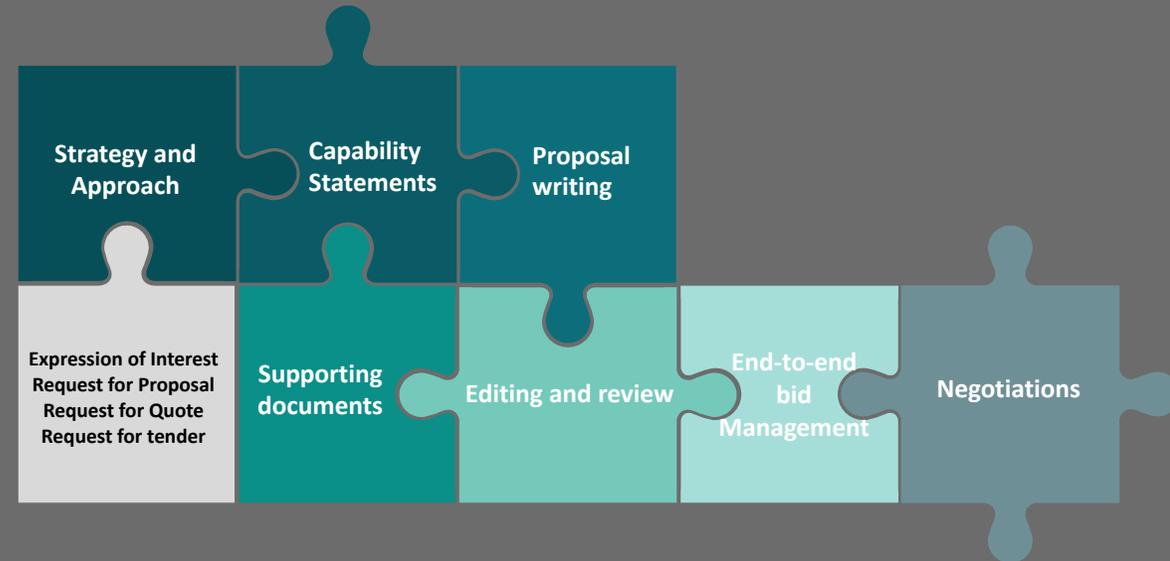
## Bid Advisory Services

Our team is able to support organisations through the response development process, from initial strategy and planning to submission and negotiations as required.

Our framework encompasses a wide range of activities, including developing the response or bid approach, analysing client needs, wants and requirements, undertaking market assessments (preliminary commodity sourcing), preparing financial models, and ensuring compliance. In essence, managing the complete bid lifecycle.

Our goal is to increase the chances of success by presenting the strongest possible proposal.

We are also able to conduct evaluation of proposals to ensure completeness, accuracy, compliance, and alignment with requirements and objectives contained in the organisation's market approach. When conducting the evaluation, we will highlight areas for remediation as we review, then, at the conclusion, prepare a comprehensive evaluation report and supporting recommendations.



# CORPORATE REFORM

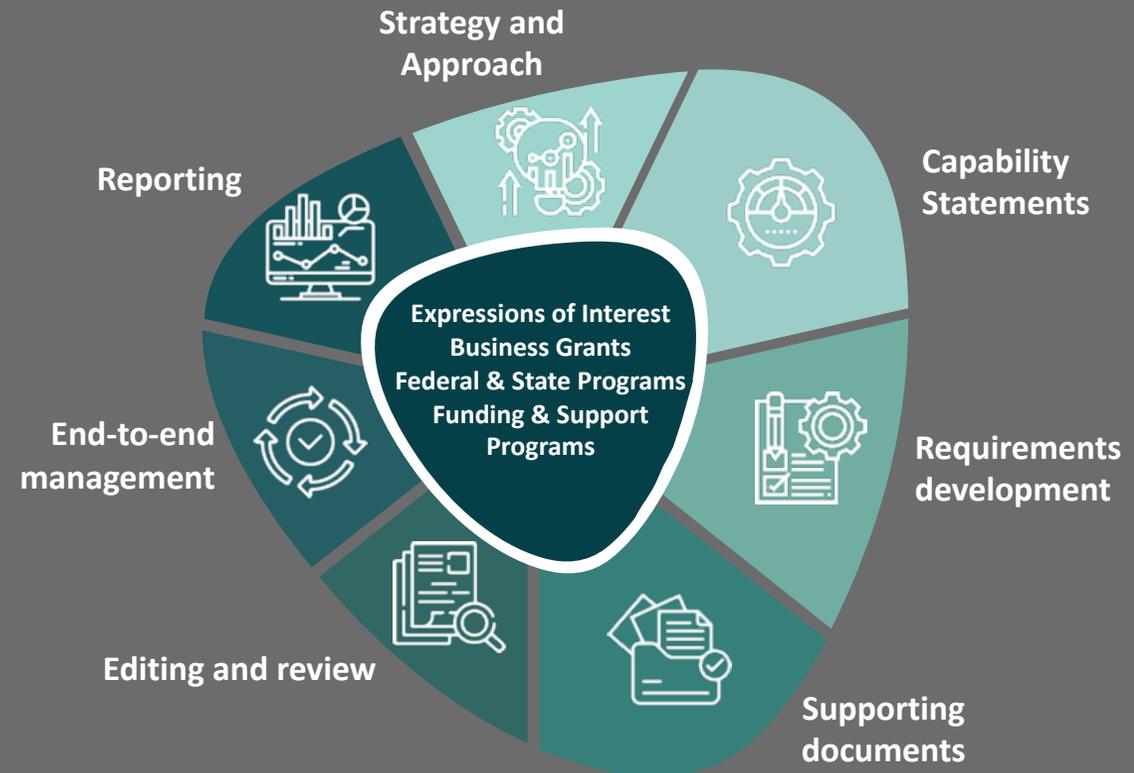
## Grant Management Services

Our team is able to support organisations through the response development process, from initial strategy and planning to submission and reporting against the grant expenditure as required.

Our framework encompasses a wide range of activities, including developing the strategic approach and/or response, analysing the grant requirements and expectations, preparing financial models, business cases, program and project plans as well as ensuring compliance. In essence, managing the complete grant lifecycle.

Our goal is to increase the chances of success by presenting the strongest possible proposal.

We are also able to conduct evaluation of grant responses to ensure completeness, accuracy, compliance, and alignment with requirements and objectives contained in the grant documentation. When conducting the evaluation, we will highlight areas for remediation as we review, then, at the conclusion, prepare a comprehensive evaluation report and supporting recommendations.



# CORPORATE REFORM

## Sustainability and Governance

- ESG Maturity Model Assessment
- Procurement and Supply Chain integration
- ESG Compliance improvement
- Corporate and procedural governance
- Legislative and regulatory governance

## Modern Slavery Assessment

- MDS Maturity Assessment
- Position Statement development
- Response Protocol development
- Modern Slavery Risk Factors
- Procurement due diligence and supply chain assurance



# CORPORATE REFORM

## ESG Maturity Assessment Services

Our team is able to support organisations through their ESG journey, particularly those at the beginning of that journey. Our primary service is the provision maturity assessments and roadmaps. These are designed to help deliver your aspirations rather than merely getting a compliance audit and report.

Our framework encompasses a wide range of activities, including developing the response to your ESG requirements and your ability to comply with standards and legislation.

Our goal is to support your journey, rather than simply telling you what you are not doing “right”. It is more important to understand ‘where you are’ so you are able to start the journey and, importantly, to develop at a pace your organisation is able to sustain, then excel.



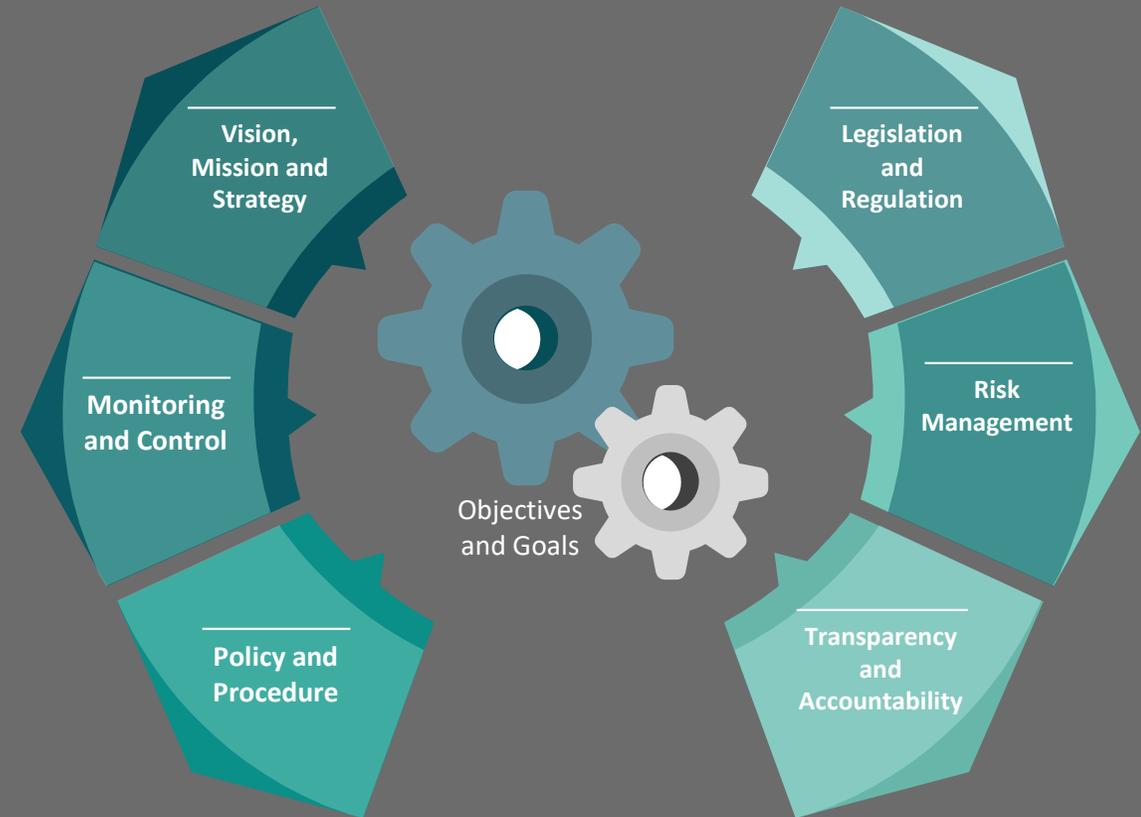
# CORPORATE REFORM

## Core Governance Services

Our team is able to support organisations through their governance landscape - Corporate, Procedural, Legislative and Regulatory through the development and/or review of vision, mission and strategy as well as enterprise risk, policy and procedural requirements.

Our leadership team has extensive experience working with and in, heavily regulated environments such as aviation, financial services, and utilities.

Appropriate levels of governance are essential for an organisation's long-term success, sustainability, and their ability to deliver effectively and maintain the trust of customers, shareholders and stakeholders.



# CORPORATE REFORM

## Technology Interface & Enablement

- Blueprint assessment
- Voice of the business
- Business requirements
- Scope definition or re-design
- Case for change
- Program delivery oversight
- AI Readiness Assessments

## Data, Analytics & Dashboards

- Data and analytics management
- Performance framework design
- Decision Support and business case inputs

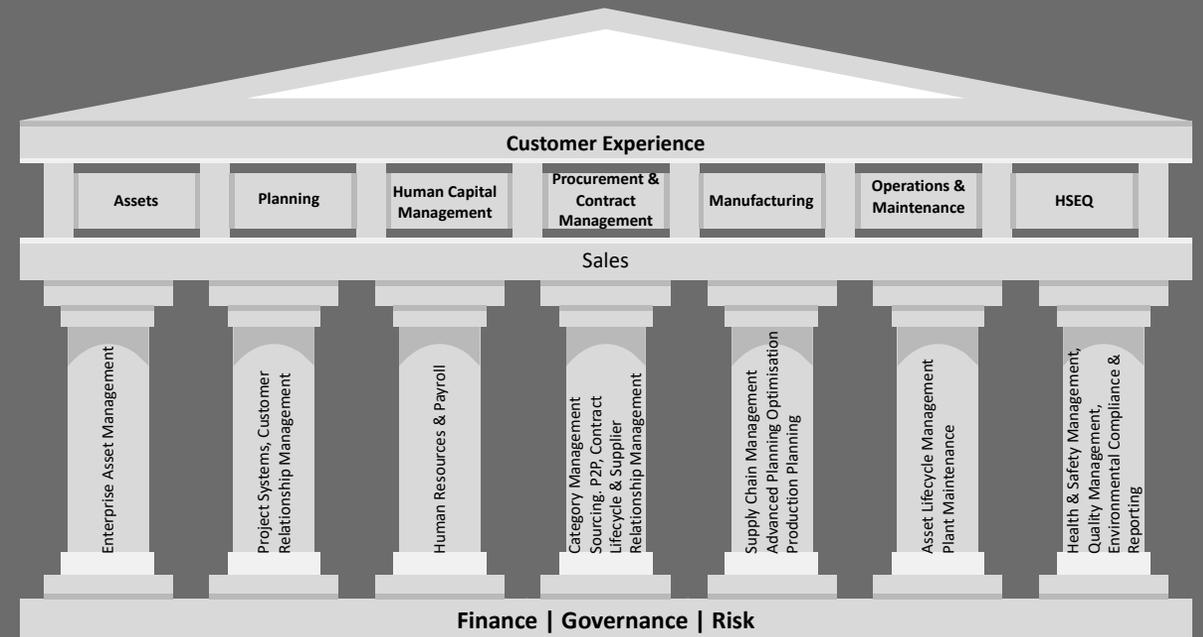


# CORPORATE REFORM

## Alignment of technology to the Value Chain

Creating alignment through the value chain through and integrated technology platform enables:

- Presentation of the organisation in an end-to-end perspective;
- Enables streamlined collaboration
- Improves the availability of information
- Increases visibility of, and connection to your strategy
- Provides the vehicle to harmonise process
- Provides the standardised data
- Improves planning and scheduling activities.
- Aids in embedding or improving sustainability;
- Improved management of contractor workforce and assets;
- Enables better management or minimisation of risk



# CORPORATE REFORM

## Data Governance and Management

Data Governance is described as a system of decision rights and accountabilities. Its focus is information-related processes, that need to be executed according to agreed-upon models. These models describe who can take what actions with what information, and when, under what circumstances, using what methods.

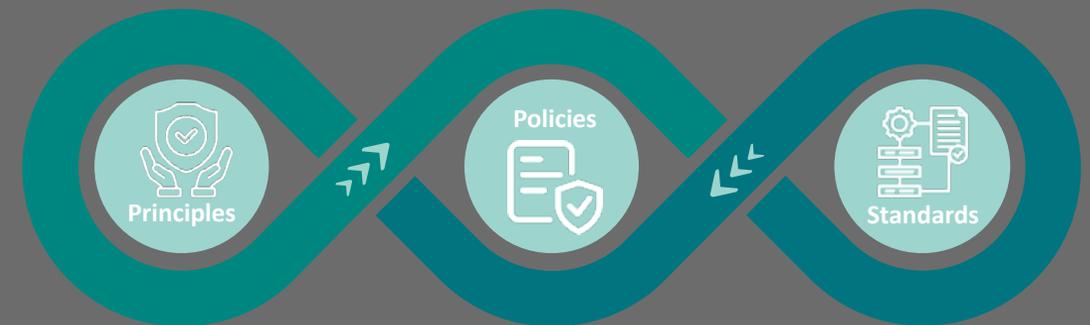
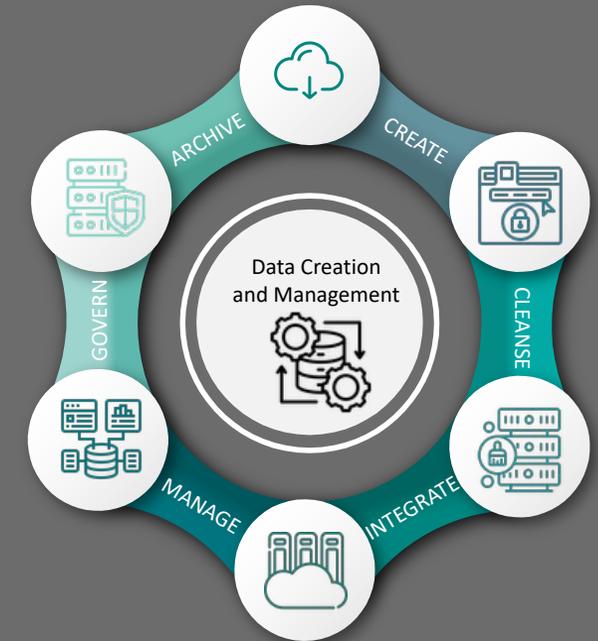
Its aim is ensuring “One Single Source of Truth” – Data quality, transparency, consistency and currency.

The Principles of Data Governance include:

- Rules & Standards
- Roles & Responsibilities
- Controls
- Risk Management
- Quality
- Infrastructure
- Training
- Communication
- Security
- Consolidation

Key to enabling effective data governance are:

- Ownership and accountability of data and its sources
- Roles and responsibilities associated with all aspects of the data
- Segregation of duties – create, change, view and review
- Active management of currency and quality

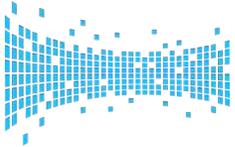


# CORPORATE REFORM

## AI Assessment Model

AI is becoming a critical driver of efficiency, and competitive advantage as well as a support structure for innovation. Successful adoption is not just technology – it requires focused strategy, organisational alignment, and the appropriate governance and security structures.

Our team takes a human-centered, interdisciplinary approach that seeks to create desirable and sustainable changes in in the organisation and its culture. The design of the key elements, articulate the case for change and support the roadmap for change development.

Exploring	Experimenting	Operational	Systemic	Transformative
				
<p><b>At Risk or Limited Awareness:</b> No formal capability exists although specific competencies may exist through small concepts and ad-hoc projects. Limited or no governance increases risk of over-early reliance and over-hyped or adverse outcomes</p>	<p><b>Isolated Capability:</b> Capability exists; it may be present in pockets within the organisation with stand-alone tools. It may not be restricted to specific areas, or solely within the primary data domain area.</p>	<p><b>Accessible Capability:</b> Integration of the isolated capabilities with the organisation begins. AI now capable of creating value with data and process governance now established. AI now presents a positive ROI</p>	<p><b>Differentiating Capability:</b> The relationship between AI and how the AI contributes to strategy and the development and delivery of customer services and internal workflows. Governance, risk management and continuous improvement are key attributes.</p>	<p><b>Strategic Support Capability:</b> The executive explicitly utilise AI to support decision making and strategic planning processes. AI now underpins innovation, automation and refinement of the business model</p>

Readiness is the foundational stage for determining if an organisation has the prerequisites (strategy, data, skills, governance, security) to commence the AI journey, then move towards an embedded and scalable, approach that drives operating model adaptations, business model revision, and presents organisational and customer value through its integration.

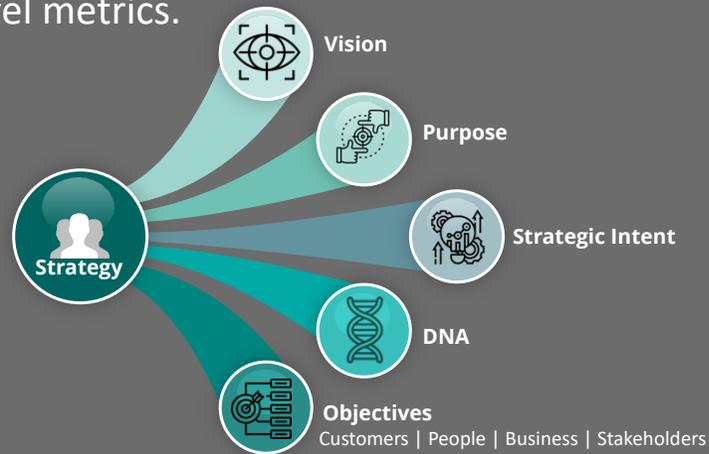


# CORPORATE REFORM

## Performance Framework Design

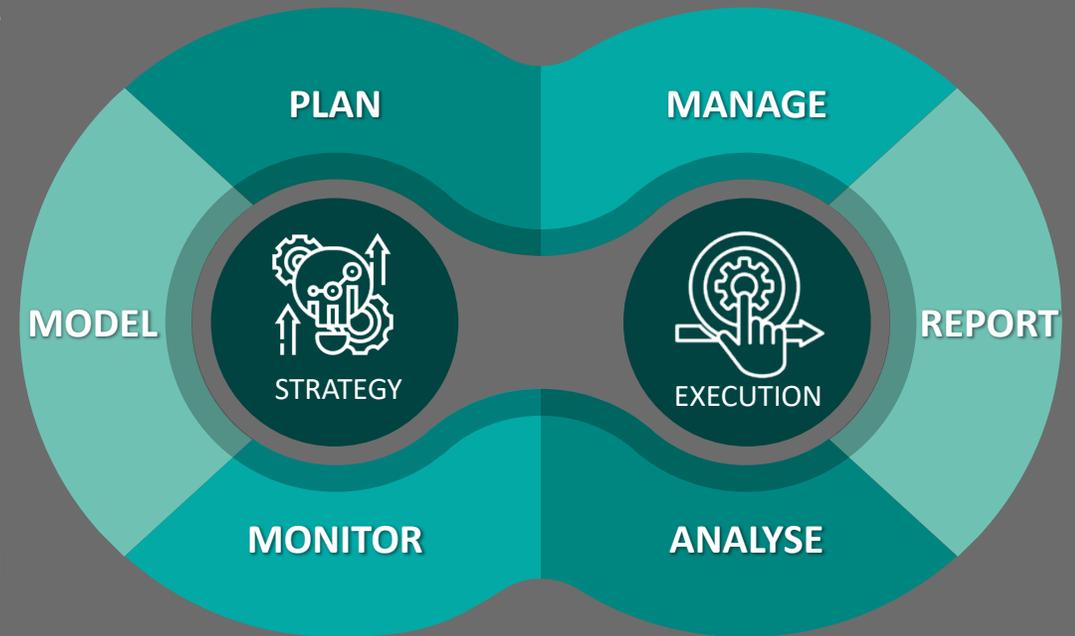
Any performance management framework begins with the measurement of the achievement of the strategic objectives or perspectives.

Key metrics must be defined against these objectives. What needs to be measured, how does it get measured and its significance against the other organisational level metrics.



For each key organisational functional area, objectives, measures and targets must be defined and linked to, and aligned with, the organisational-level (strategic) objectives.

These measures can be presented as key result areas, key metrics (top line performance) and key performance indicators (maturity and/or achievement of functional objectives).



# CORPORATE REFORM

Seeing what's real, not just reflections...



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