Case Study: Westcare Incorporated
Bhani Blueprint™ Digital-Roadmap Engagement

Client Snapshot

Westcare is a 75-year-old social enterprise and registered Australian Disability Enterprise (ADE) in Perth. It provides accommodation plus four commercial divisions—Print, Box, Foodpak and Industrial Packaging—so people with disability can access meaningful employment and skills development.(westcare.com.au)

Sector: Not-for-profit / Mission-based Social Enterprise
Headcount: ~170 staff & supported employees (three sites across WA)
Digital Footprint (pre-project): Nine stand-alone systems—on-prem ERP module, bespoke Access database, separate payroll, manual QA logs, siloed spreadsheets.

Here is the feedback from Rob Wilton (Executive Project Sponsor)

Rob Wilton GAICD

westcare
empower. enrich. enhance.

SP has provided a deep analytical review of my organisation leading to the review of our business model to see where we could utilize technology better and make operational efficiencies. He project managed the initial stages of our technological transformation and his knowledge and expertise combined with his soft skills and people first approach was essential within our mission based environment and the catalyst for the successful adoption of the project
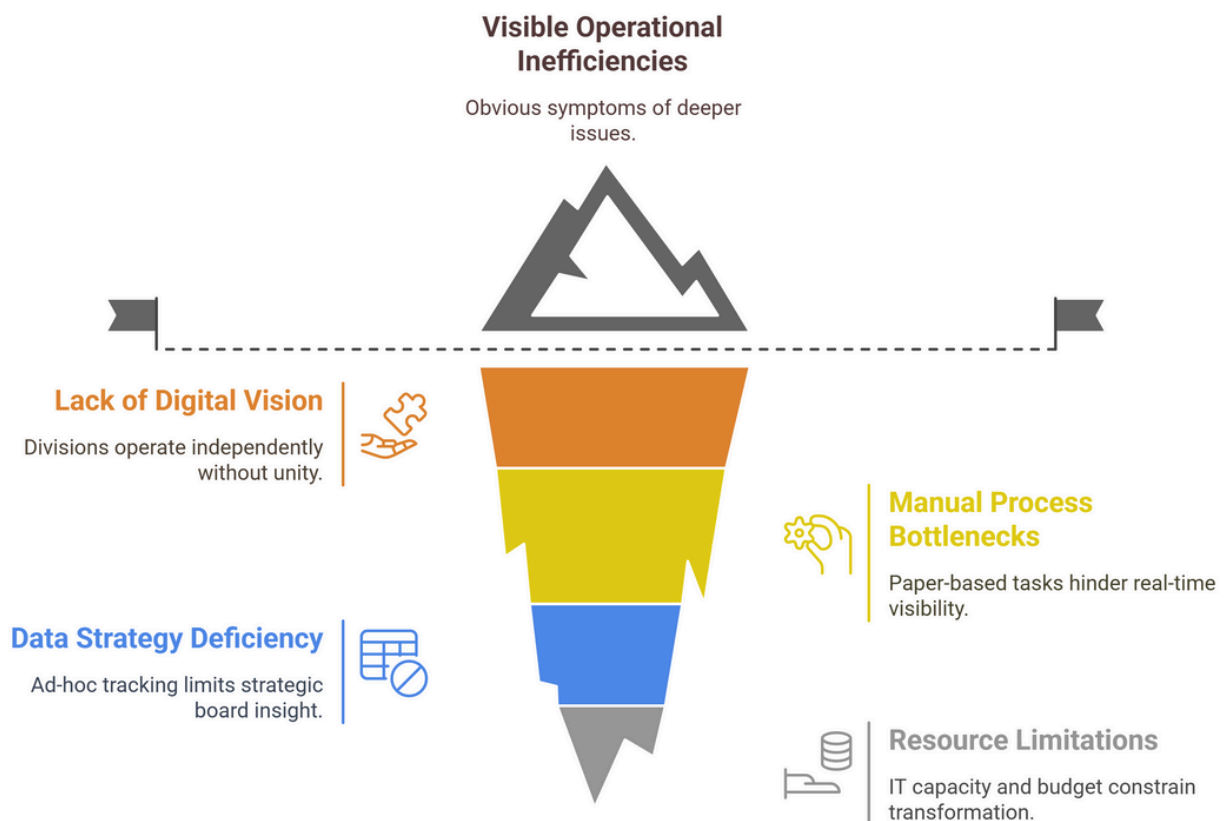
- **No unifying digital vision**. Each division ran its own processes; leadership could not see an integrated P&L or true unit costs.
- **Manual choke-points.** High-mix, low-volume packaging work relied on paper job cards; real-time status was invisible.
- **Data-driven strategy gap.** Mission outcomes (employment hours, training milestones) were tracked ad-hoc, limiting board insight.
- **Resource constraints.** Limited internal IT capacity and tight NFP budgets made large-scale transformation risky.

Bottom line: Westcare needed absolute clarity—before committing scarce capital to new technology.

Unveiling the Hidden Challenges to Digital Transformation.

Visible Operational Inefficiencies

Obvious symptoms of deeper issues.

Lack of Digital Vision

Divisions operate independently without unity.

Manual Process Bottlenecks

Paper-based tasks hinder real-time visibility.

Data Strategy Deficiency

Ad-hoc tracking limits strategic board insight.

Resource Limitations

IT capacity and budget constrain transformation.

Our Solution: Bhani Blueprint™ Approach (3-Week Sprint)

Week	Key Activities	Artefacts Delivered
1 – Discovery	Exec & frontline interviews, system walk-throughs, financial data pull	Pain-point heat-map, process value-stream visuals
2 – Analysis	Digital-Fit™ maturity scoring, cost-to-serve modelling, solution options	Prioritised initiative register, business-case assumptions
3 – Roadmap	Leadership workshop, dependency mapping, phased investment plan	Board-ready roadmap deck, 90-day Quick-Win action sheet

Strategic Planning Process

| Discovery | Analysis | Roadmap |
| 1 | 2 | 3 |

Result and Impact
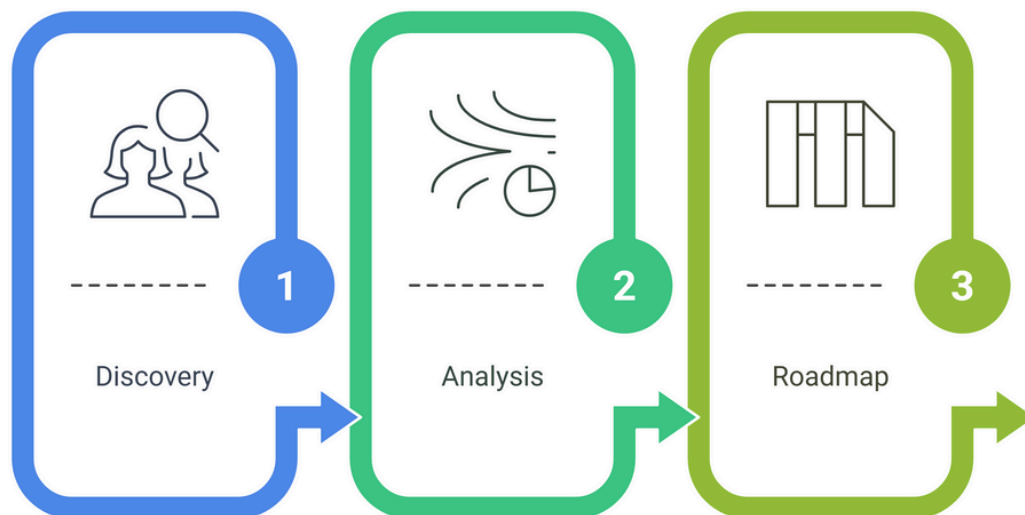
Outcome	Details
Strategic Clarity	Single-page vision linking mission to digital capabilities; board unanimously endorsed roadmap.
Actionable Roadmap	18-month sequence covering ERP replacement, Power BI reporting layer, RPA pilots for job-card entry, and cloud file-share migration.
Cost and ROI Lens	Identified annual efficiency upside (labour re-deployment + reduced reprints); staged capex fits NFP cashflow.
Cultural Buy In	Cross-functional staff engaged; change-impact matrix used to secure early "ambassadors" from each division.
Acceleration	Easy identification of vendor short-listing and next steps became crystal clear.

- **Vendor–agnostic, mission–aligned.** Recommendations were driven by Westcare's social impact metrics, not software sales.
- **Tight, time–boxed engagement.** Three weeks delivered momentum without analysis paralysis—vital for a lean NFP.
- **People–first facilitation.** Workshops were designed for supported employees and managers alike, ensuring inclusive adoption.
- **Decision–grade economics.** Clear roadmap helped the board act confidently despite budget pressures.

Vendor-Agnostic, Mission-Aligned

Recommendations focused on social impact, not software sales.

Tight, Time-Boxed Engagement

Three-week engagement delivered momentum without analysis paralysis.

People-First Facilitation

Workshops designed for inclusive adoption by all employees.

Decision-Grade Economics

Clear financial model enabled confident board decisions.